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City of Penticton

2017 -2021 Financial Plan

Adopted March 21, 2017

City of Penticton
171 Main St., Penticton, B.C.

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Schedule A

		2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue						
	Taxation	(51,232,250)	(52,459,629)	(53,735,152)	(55,060,732)	(56,414,366)
	Sale of Services	(6,518,418)	(6,570,124)	(6,622,817)	(6,676,138)	(6,730,102)
	Electric Utility Fees	(42,033,580)	(43,574,167)	(45,184,489)	(46,844,859)	(48,566,311)
	Sewer Utility Fees	(5,099,025)	(5,615,858)	(6,179,246)	(6,656,398)	(6,673,887)
	Water Utility Fees	(8,030,014)	(8,456,584)	(8,908,307)	(9,384,530)	(10,002,579)
	Fiscal Services	(2,675,400)	(2,676,540)	(2,677,683)	(2,678,828)	(2,678,977)
	Grants	(1,574,774)	(1,550,398)	(1,619,450)	(1,620,086)	(1,620,728)
	Other Revenues	(12,888,022)	(12,201,100)	(12,203,222)	(12,212,415)	(12,167,377)
	Development Cost Charges	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
	Donations	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
		(130,661,483)	(133,714,401)	(137,740,365)	(141,743,987)	(145,464,327)
Expense						
	General Operating	68,582,090	68,605,531	68,755,850	69,399,544	70,154,430
	Electic Operating	37,737,736	37,680,712	37,851,418	39,845,637	42,109,499
	Sewer Operating	4,317,737	4,286,542	4,309,399	4,642,284	4,718,022
	Water Operating	3,626,292	3,717,354	3,873,102	3,983,967	4,024,684
		114,263,855	114,290,139	114,789,768	117,871,432	121,006,635
Annual Surplus		(16,397,628)	(19,424,262)	(22,950,597)	(23,872,555)	(24,457,692)
Capital						
	General Capital	5,336,102	15,992,505	19,206,928	8,875,504	10,247,000
	Electric Capital	3,315,085	2,979,024	2,399,218	2,896,778	2,831,262
	Sewer Capital	2,046,000	3,240,000	4,667,000	2,806,000	5,820,000
	Water Capital	5,282,500	3,990,700	4,966,285	7,504,320	3,465,000
		15,979,687	26,202,229	31,239,431	22,082,602	22,363,262
Debt Proceeds		(1,500,000)	-	-	(2,798,820)	-
Land Proceeds		(2,500,000)	(200,000)	(200,000)	(200,000)	(200,000)
Principal repayments		4,230,055	2,952,436	2,020,262	2,002,812	2,004,677
Transfer to/from surplus/Reserve		187,886	(9,530,403)	(10,109,096)	2,785,961	289,753
Financial Plan Balance		-	-	-	-	-

General Revenue Operating Fund Summary

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue									
Taxation	(26,172,053)	(26,929,404)	(28,985,570)	(28,928,673)	(30,624,945)	(31,824,088)	(33,071,148)	(34,368,041)	(35,716,757)
Taxation - Collection for Other Governments	(20,143,314)	(20,512,044)	(20,562,109)	(20,698,202)	(20,607,305)	(20,635,541)	(20,664,004)	(20,692,690)	(20,697,609)
Sale of Service	(21,588,110)	(17,644,101)	(15,732,423)	(16,029,254)	(16,121,937)	(15,340,837)	(15,393,382)	(15,450,260)	(15,448,848)
Fiscal Services	(1,363,320)	(3,487,540)	(2,040,400)	(2,704,645)	(2,668,400)	(2,669,400)	(2,670,400)	(2,671,400)	(2,671,400)
Rentals/Leases	(196,618)	(581,343)	(160,000)	(870,192)	(1,076,638)	(1,086,616)	(1,096,747)	(1,107,035)	(1,117,482)
Other Revenue	(5,061,013)	(5,796,535)	(4,550,029)	(4,552,163)	(1,873,000)	(2,013,037)	(2,013,075)	(2,013,114)	(2,013,153)
Grants	(1,706,822)	(2,057,628)	(1,445,000)	(1,445,287)	(1,549,774)	(1,550,398)	(1,619,450)	(1,620,086)	(1,620,728)
Development Cost Charges	(86,370)	(186,019)	0	0	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Donations	0	(9,300)	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	(76,317,619)	(77,203,915)	(73,475,531)	(75,238,415)	(74,831,999)	(75,429,918)	(76,838,206)	(78,232,626)	(79,595,976)
Expense									
General Government Services	33,170,799	34,168,871	34,424,407	34,007,769	35,410,443	34,680,285	34,078,064	33,983,497	34,154,057
Protective Services	13,256,816	14,148,697	14,901,346	15,272,217	15,970,331	16,585,573	17,091,706	17,558,673	17,936,715
Transportation Services	5,089,820	5,242,393	5,488,780	5,431,976	5,542,940	5,694,952	5,838,407	6,009,647	6,161,274
Environmental Health Services	1,276,221	1,446,528	1,465,876	1,412,688	1,548,566	1,557,198	1,565,899	1,574,671	1,583,513
Public Health and Safety	141,231	200,798	192,533	196,776	199,648	200,129	200,619	201,119	201,629
Environmental Development Services	2,089,021	2,857,619	2,849,303	2,564,974	3,058,578	2,906,854	2,933,731	2,962,046	2,974,415
Recreation and Cultural Services	6,879,078	6,515,402	7,117,177	6,801,045	6,851,584	6,980,539	7,047,425	7,109,891	7,142,827
	61,902,987	64,580,307	66,439,421	65,687,445	68,582,090	68,605,531	68,755,850	69,399,544	70,154,430
Surplus	14,414,632	12,623,608	7,036,111	9,550,970	6,249,909	6,824,387	8,082,357	8,833,082	9,441,547
Debt Principal Repayments	3,224,838	3,226,442	3,231,189	3,231,853	3,232,875	1,985,241	1,059,152	1,041,702	1,043,567
Transfer to surplus/reserve	14,511,276	14,703,442	7,743,159	9,897,321	6,564,574	7,056,574	7,575,309	8,343,375	9,700,425
Transfer from surplus/reserve	(3,321,483)	(5,306,276)	(3,938,238)	(3,578,204)	(3,547,540)	(2,168,820)	(502,880)	(502,145)	(1,251,965)
Surplus (Deficit)	0	0	0	0	0	- 48,608	- 49,224	- 49,850	- 50,481

General Capital Fund Summary

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expense					
Bylaw Services	40,812	61,572	62,342	63,121	63,910
Facilities	1,066,458	9,245,000	11,095,000	3,095,000	4,095,000
Finance	274,000	433,000	232,000	137,000	122,000
Information Technology	1,164,450	1,726,000	791,000	1,001,000	525,000
Engineering	1,581,500	2,334,000	3,780,000	2,297,000	2,425,000
Fire Services	92,000	83,461	84,136	72,024	57,726
Planning	150,000	100,000	-	-	-
Land Management	85,000	-	-	-	-
Cemetery	78,500	116,200	189,375	60,000	-
Fleet	338,200	1,006,000	2,050,800	1,405,000	2,101,500
Parks	224,558	600,242	623,449	477,680	490,936
Roads	37,000	57,000	102,000	37,000	37,000
Street Lights	30,000	45,334	44,377	43,981	42,815
Traffic Control	141,624	184,696	184,450	186,698	286,113
Total General Capital Projects	5,304,102	15,992,505	19,238,928	8,875,504	10,247,000
Revenue					
Land Sales	(2,500,000)	(200,000)	(200,000)	(200,000)	(200,000)
Total General Capital Revenue	(2,500,000)	(200,000)	(200,000)	(200,000)	(200,000)
Funding Sources					
Equipment Replacement Reserve	(463,200)	(1,130,500)	(2,155,800)	(1,740,000)	(2,226,500)
Dividend	(3,177,992)	(3,171,856)	(3,165,733)	(3,159,622)	(3,145,000)
Developer Contribution	(55,000)	-	-	-	-
Financing		(7,000,000)	(7,000,000)		
Transfer from Gas Tax Reserve	(1,439,404)	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)
Transfer to Land Acquisition Reserve	2,500,000	200,000	200,000	200,000	200,000
Transfer from Capital Reserve	(168,506)	(3,250,745)	(5,409,569)	(2,468,056)	(3,367,674)
Total Funding Sources	(2,804,102)	(15,792,505)	(19,038,928)	(8,675,504)	(10,047,000)
Balance General Capital Fund	-	-	-	-	-

General Government Segment

General Government Segment Summary

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Taxation	(25,872,459)	(26,537,903)	(28,552,051)	(28,481,842)	(30,192,426)	(31,391,569)	(32,638,629)	(33,935,522)	(35,284,239)
General Government	(9,675,585)	(9,500,461)	(5,772,511)	(6,760,622)	(6,847,226)	(6,847,592)	(6,848,322)	(6,849,054)	(6,849,344)
Grants	(1,392,510)	(1,392,510)	(42,000)	(1,370,860)	(1,439,404)	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)
FOIPPA Requests	(90)	(84)	-	(100)	(100)	(100)	(100)	(100)	(100)
HFAA Gaming Funds	(1,521,404)	(1,652,881)	1,600,000	(1,600,000)	(1,860,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Provincial Grant (CARIP)	-	46,458	-	-	-	-	-	-	-
DAC Gaming Funds	(3,539,609)	(3,851,747)	2,937,029	(2,937,029)	-	-	-	-	-
Revenue Sharing-Traffic Fines	(314,454)	(458,557)	412,709	(401,411)	402,000	402,000	402,000	402,000	402,000
Information Technology	(50,735)	(37,211)	45,506	(47,700)	47,764	43,359	43,373	43,388	43,650
Revenue & Collections	-	(106,160)	150,000	(150,000)	150,000	150,000	150,000	150,000	150,000
Development Cost Charges	-	-	-	-	300,000	300,000	300,000	300,000	300,000
Collections for Other Governments	(20,161,507)	(20,530,281)	(20,562,109)	(20,698,202)	(20,607,305)	(20,635,541)	(20,664,004)	(20,692,690)	(20,697,609)
	(62,528,354)	(64,114,254)	(60,073,915)	(62,447,766)	(61,846,225)	(63,209,565)	(64,554,254)	(65,880,580)	(67,234,768)
Corporate Administration	753,766	635,179	701,762	681,811	701,253	780,285	782,254	709,812	712,534
Mayor and Council	232,112	243,884	274,250	266,150	278,103	282,838	287,058	291,666	296,115
Finance	4,106,941	4,280,437	4,733,376	4,177,615	4,436,549	3,728,404	3,159,699	3,154,485	3,160,672
Procurement	433,486	382,422	408,950	420,947	475,410	466,132	465,253	465,376	465,452
Revenue & Collections	920,902	1,147,586	942,269	966,983	932,964	955,229	960,024	964,920	969,916
Municipal Grants/Partnerships	948,983	830,906	784,275	749,076	884,238	717,000	517,000	517,000	517,000
Communications	185,506	171,511	260,319	196,412	366,250	334,750	335,250	335,750	336,250
General Government	656,292	715,156	629,000	628,681	728,000	728,000	728,000	728,000	728,000
Gen Gov-Collections for Other Governments	20,126,542	20,478,735	20,562,109	20,698,202	20,607,305	20,635,542	20,664,003	20,692,690	20,697,609
Facilities	2,835,455	3,214,795	2,866,966	2,915,558	3,184,252	3,187,645	3,251,194	3,318,846	3,390,981
Human Resources	619,871	643,944	713,587	798,197	789,531	800,773	833,740	845,900	838,640
Information Technology	1,350,944	1,424,315	1,547,542	1,508,137	2,026,589	2,063,687	2,094,588	1,959,053	2,040,888
	33,170,799	34,168,871	34,424,407	34,007,769	35,410,443	34,680,285	34,078,064	33,983,497	34,154,057
Net Operations	-29,357,555	-29,945,383	-25,649,508	-28,439,996	-26,435,781	-28,529,279	-30,476,190	-31,897,083	-33,080,711
Net Operations excluding taxes	- 3,485,096	- 3,407,480	2,902,543	41,846	3,756,645	2,862,289	2,162,439	2,038,439	2,203,528
Cost per Capita	- 106.00	- 103.64	88.28	1.27	114.26	87.06	65.77	62.00	67.02
% of Property Taxes	-13.56%	-12.94%	10.23%	0.15%	12.44%	9.12%	6.62%	6.00%	6.24%

Corporate administration

Corporate Services - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	142,559	67,261	52,850	42,250	44,130	44,412	44,697	44,984	45,220
Legal	174,608	115,288	176,500	176,500	176,500	176,500	176,500	176,500	176,500
Salaries and Benefits	508,819	470,605	546,800	540,800	548,674	625,578	627,513	554,480	556,800
	825,986	653,154	776,150	759,550	769,303	846,490	848,710	775,964	778,520
Recoveries - FOI requests	(90)	(84)	-	(100)	(100)	(100)	(100)	(100)	(100)
Net Operating Expense	825,895	653,070	776,150	759,450	769,203	846,390	848,610	775,864	778,420
Internal Allocations Out									
Engineering Services	17,949	1,440	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Development Services	89,056	41,162	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Total Internal Allocations Out	107,005	42,603	95,000	95,000	95,000	95,000	95,000	95,000	95,000
Internal Allocations In									
Finance - Procurement	6,033	1,495	1,200	1,700	1,200	1,750	1,200	1,200	1,200
HR - training/dues	3,934	3,455	3,300	4,509	9,500	10,658	10,817	10,980	11,144
Information Technology	13,997	4,014	7,560	2,500	7,624	7,689	7,755	7,821	7,820
Safety - City Hall	10,822	15,664	8,552	8,552	8,625	8,698	8,772	8,847	8,850
Total Internal Allocations In	34,786	24,628	20,612	17,261	26,949	28,795	28,545	28,848	29,014
Add back Recoveries	(90)	(84)	-	(100)	(100)	(100)	(100)	(100)	(100)
Total Operating Expense	753,766	635,179	701,762	681,811	701,253	780,285	782,254	709,812	712,534

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	753,676	635,095	701,762	681,711	701,153	780,185	782,154	709,712	712,434
Cost per capita	22.92	19.32	21.35	20.74	21.33	23.73	23.79	21.59	21.67
% of property tax	2.93%	2.41%	2.47%	2.41%	2.32%	2.48%	2.40%	2.09%	2.02%

Change 2016 forecast to 2017 budget	
$ change	19,442
% change	2.85%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Training	4,991	0.73%
Contractual Labour increases	7,874	1.155%

Corporate Services - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Advisory Committee	6,025	5,770	6,250	6,250	6,303	6,357	6,411	6,466	6,500
Council Catering	13,738	12,383	10,000	10,000	10,085	10,171	10,258	10,345	10,450
Legal	217,946	129,264	179,100	177,500	179,122	179,144	179,167	179,190	179,200
Municipal Elections	76,375	203	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Safety (City Hall)	1,231	-	1,500	1,500	1,513	1,526	1,539	1,552	1,560
Salary and Benefits	493,146	470,769	533,800	527,800	535,674	612,578	614,513	541,480	543,800
Supplies	14,459	31,859	16,500	10,000	7,564	7,628	7,693	7,759	7,810
Travel and Training	2,975	2,904	5,000	2,500	5,043	5,086	5,129	5,173	5,200
	825,895	653,153	776,150	759,550	769,303	846,490	848,710	775,964	778,520
FOI Recoveries	-	(84)	-	(100)	(100)	(100)	(100)	(100)	(100)
	825,895	653,070	776,150	759,450	769,203	846,390	848,610	775,864	778,420

Mayor and Council

Mayor and Council - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	20,807	25,912	33,500	26,000	33,606	33,714	33,822	33,931	34,000
Travel and Conferences	16,639	26,877	28,950	26,000	29,197	29,445	29,696	29,949	30,000
Salaries and Benefits	176,439	179,746	200,000	203,000	204,000	208,079	212,240	216,485	220,815
Net Operating Expense	213,885	232,534	262,450	255,000	266,803	271,238	275,758	280,366	284,815
Internal Allocations In									
Finance - Procurement	7,227	350	800	150	300	600	300	300	300
Fleet	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Internal Allocations In	18,227	11,350	11,800	11,150	11,300	11,600	11,300	11,300	11,300
Total Operating Expenses	232,112	243,884	274,250	266,150	278,103	282,838	287,058	291,666	296,115

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cost per capita	7.06	7.42	8.34	8.10	8.46	8.60	8.73	8.87	9.01
% of property tax	0.90%	0.93%	0.97%	0.94%	0.92%	0.90%	0.88%	0.86%	0.84%

Change 2016 forecast to 2017 budget	
$ change	11,953
% change	4.49%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Goods and Services	7,606	2.86%
Inflation	3,347	1.26%
Labour increases	1,000	0.38%

Mayor and Council - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Supplies	10,543	5,720	12,500	5,000	12,606	12,714	12,822	12,931	13,000
Dues and Memberships	20,542	15,349	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Travel and Conferences	16,639	26,877	28,950	26,000	29,197	29,445	29,696	29,949	30,000
SILGA Conference	(10,278)	-	-	-	-	-	-	-	-
Annual Indemnity	176,439	184,589	200,000	203,000	204,000	208,079	212,240	216,485	220,815
Net Operating Expense	213,885	232,534	262,450	255,000	266,803	271,238	275,758	280,366	284,815

Finance

Finance - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	726,353	105,729	276,800	201,000	262,850	278,500	280,200	281,950	283,700
Insurance	529,932	955,126	589,000	579,927	593,500	593,500	593,500	593,500	593,500
Interest and fees	27,638	13,927	18,700	13,700	13,700	13,700	13,700	13,700	13,700
Debt Interest	4,054,484	3,946,068	3,849,452	3,849,452	3,574,375	2,830,332	2,248,449	2,233,430	2,229,652
Debt Principal	4,349,036	4,350,640	4,283,308	4,274,647	4,230,055	2,952,436	2,020,262	2,002,812	2,004,677
Foreign Exchange	-895.5	19	10,000	8,000	10,000	10,000	10,000	10,000	10,000
Operating Provision	-254,600.08	-	512,242	-	312,500	312,500	312,500	312,500	312,500
Salaries and Benefits	489,608	717,614	821,949	872,655	875,499	876,704	884,308	892,065	899,976
	9,921,556	10,089,123	10,361,452	9,799,381	9,872,479	7,867,672	6,362,919	6,339,957	6,347,705
	(317,709)	(449,696)	(4,949,738)	(4,938,440)	(2,262,000)	(2,402,000)	(2,402,000)	(2,402,000)	(2,402,000)
Net Operating Expense	9,603,848	9,639,428	5,411,714	4,860,941	7,610,479	5,465,672	3,960,919	3,937,957	3,945,705
Internal Allocations Out									
Electric	-	-	-	3,000	3,000	3,000	3,000	3,000	3,000
Sewer	1,348,887	1,347,097	1,358,211	1,358,211	1,348,887	1,300,362	1,290,697	1,290,697	1,290,697
Water	1,249,092	1,249,092	1,059,689	1,050,364	870,918	870,918	870,918	870,918	870,918
Total Internal Allocations Out	2,597,980	2,596,189	2,417,900	2,411,575	2,222,805	2,174,280	2,164,615	2,164,615	2,164,615
Internal Allocations In									
Finance - Procurement	430	1,006	1,500	1,950	1,000	1,000	1,000	1,000	1,000
HR - training/dues	6,890	12,091	19,100	19,512	16,350	16,595	16,844	17,097	17,353
Information Technology	883	847	414	200	2,400	2,658	2,703	2,749	2,795
Total Internal Allocations In	8,203	13,944	21,014	21,662	19,750	20,253	20,547	20,845	21,149
Add Back Revenue	(317,709)	(449,696)	(4,949,738)	(4,938,440)	(2,262,000)	(2,402,000)	(2,402,000)	(2,402,000)	(2,402,000)
Less Debt Principal	3,224,838	3,226,442	3,231,189	3,231,853	3,232,875	1,985,241	1,059,152	1,041,702	1,043,567
Total Operating expense	4,106,941	4,280,437	4,733,376	4,177,615	4,436,549	3,728,404	3,159,699	3,154,485	3,160,672

Debt Principal Repayments are not included in the analytics

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	3,789,232	3,830,742	(216,362)	(760,825)	2,174,549	1,326,404	757,699	752,485	758,672
Cost per capita	115.25	116.52	- 6.58	- 23.14	66.14	40.34	23.05	22.89	23.08
% of property tax	14.75%	14.54%	-0.76%	-2.69%	7.20%	4.22%	2.32%	2.22%	2.15%

Change 2016 forecast to 2017 budget

$ change	2,935,374
% change	-385.81%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increase	2,844	-0.37%
DAC funding ends in 2016	2,937,029	-3.86

Finance Accounting- Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Audit	78,627	81,766	66,000	63,700	68,550	70,200	71,900	73,650	75,400
Equipment Repairs and Maintenance	5,489	7,307	6,500	3,000	4,000	4,000	4,000	4,000	4,000
Insurance Claims	35,966	449,898	80,000	110,000	120,000	120,000	120,000	120,000	120,000
Property Insurance	345,715	355,194	356,000	316,510	320,000	320,000	320,000	320,000	320,000
Liability Insurance	148,251	150,034	153,000	153,417	153,500	153,500	153,500	153,500	153,500
Operating Provision	335,000	-	512,242	-	312,500	312,500	312,500	312,500	312,500
Salary and Benefits	489,543	717,614	729,949	766,615	775,499	776,704	784,308	792,065	799,976
Supplies	60	128	-	40	-	-	-	-	-
Bank Fees, Charges and Interest	26,742	13,946	28,800	21,800	23,800	23,800	23,800	23,800	23,800
Secure courier - deposit services	3,990	4,616	4,200	4,200	4,200	4,200	4,200	4,200	4,200
Sewer - debenture payments, interest	773,831	772,040	773,830	773,830	773,830	755,290	751,710	751,710	751,710
Debt - interest - RCMP building	112,875	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000
Debt - interest - Public Works	188,893	174,478	174,478	174,478	131,732	131,732	73,022	61,687	61,687
Debt - interest - Facilities	459,600	459,421	455,612	455,612	453,542	452,419	449,242	447,009	444,719
Debt - interest - integrated waterfront	131,521	112,391	87,971	87,971	86,626	85,246	83,830	82,379	80,891
Debt - interest - parkland acquisition	83,580	97,975	33,600	33,600	33,600	33,600	33,600	33,600	33,600
Debt - interest - Cemetery	128,750	64,375	128,750	128,750	128,750	128,750	128,750	128,750	128,750
Debt - interest - sports fields	141,760	141,760	141,760	141,760	56,000	56,000	56,000	56,000	56,000
Debt - interest - SOEC project	1,377,500	1,377,500	1,377,500	1,377,500	1,377,500	654,500	139,500	139,500	139,500
Debt - interest - accrual on outstanding	- 43,775	- 37,823	-	-	-	-	-	-	-
Water - debenture payments, interest	699,951	699,951	591,951	591,951	448,795	448,795	448,795	448,795	448,795
Debt - principal - RCMP building	132,597	132,597	132,597	132,597	132,597	132,597	132,597	132,597	132,597
Debt - principal - Public Works	203,435	203,435	203,435	203,435	203,435	203,435	108,483	89,214	89,214
Debt - principal - Facilities	358,350	359,322	360,319	360,319	361,341	362,389	363,464	364,566	365,696
Debt - principal - integrated waterfront	105,214	105,846	109,594	110,258	110,258	110,940	111,638	112,355	113,090
Debt - principal - parkland acquisition	50,808	50,808	50,808	50,808	50,808	50,808	50,808	50,808	50,808
Debt - principal - Cemetery	83,954	83,954	83,955	83,955	83,955	83,955	83,955	83,955	83,955
Debt - principal - sports fields	107,462	107,462	107,462	107,462	107,462	107,462	107,462	107,462	107,462
Debt - principal - SOEC project	2,183,019	2,183,019	2,183,019	2,183,019	2,183,019	933,655	100,745	100,745	100,745
Sewer - debenture payments, principal	575,057	575,057	584,381	584,381	575,057	545,072	538,987	538,987	538,987
Water - debenture payments, principal	549,141	549,141	467,738	458,413	422,123	422,123	422,123	422,123	422,123
Asset Management/Framework	-	-	-	130,000	-	-	-	-	-
Labour Load	(234,973)	66,864.71	-	106,000	100,000	100,000	100,000	100,000	100,000
Provincial - Climate Action (CARIP)	0	(46,458)	-	-	-	-	-	-	-
Municipal Proceeds - Gaming HFAA	(1,521,404)	(1,652,881)	(1,600,000)	(1,600,000)	(1,860,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Municipal Proceeds - Gaming DAC	(3,539,609)	(3,851,747)	(2,937,029)	(2,937,029)	-	-	-	-	-
Transfer to other government	0	-	-	-	186,000	200,000	200,000	200,000	200,000
Revenue Sharing - Traffic Fines	(314,454)	(458,557)	(412,709)	(401,411)	(402,000)	(402,000)	(402,000)	(402,000)	(402,000)
	4,262,466	4,134,434	5,119,713	4,860,941	7,610,479	5,465,672	3,960,919	3,937,957	3,945,705

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Short Term Opportunities	65,000	65,000	65,000	65,000	65,000
Asset Management Investment Plan	209,000	368,000	167,000	72,000	57,000
	274,000	433,000	232,000	137,000	122,000

Procurement and inventory services

Procurement - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	56,787	54,425	95,550	100,585	117,800	103,650	101,800	101,800	99,300
Forklift Amortization	3,829	4,076	3,250	3,250	3,250	3,250	3,250	3,250	3,201
Salaries and benefits	420,804	373,147	370,250	370,850	380,510	386,112	386,112	386,112	386,112
Net Operating Expense	481,420	431,648	469,050	474,685	501,560	493,012	491,162	491,162	488,614
Internal Allocations Out									
Corporate Administration	6,033	1,495	1,200	1,700	1,200	1,750	1,200	1,200	1,200
Animal Control	2,807	2,012	2,700	3,100	200	200	200	200	200
Building & Licence	43	535	500	400	400	400	400	400	400
Bylaw Enforcement	314	416	700	3,200	200	200	200	200	200
Operations	111	456	1,200	1,075	100	100	100	100	100
Facilities & Recreation	227	692	-	350	-	-	-	-	-
Communications	764	144	1,000	150	-	-	-	-	-
Economic Development	-	3,125	3,200	1,250	200	200	200	200	200
Electric Utility	3,904	7,649	8,500	4,200	1,500	1,500	1,500	1,500	-
Engineering	1,292	2,138	4,200	3,100	200	200	200	200	200
Facilities	2,825	1,737	2,500	2,070	200	200	200	200	200
Finance	1,106	1,555	1,500	1,950	1,000	1,000	1,000	1,000	1,000
Revenue & Collections	10,852	7,040	12,500	10,000	7,500	7,500	7,500	7,500	7,500
Development Services	10,607	9,413	11,000	10,750	10,000	10,000	10,000	10,000	10,000
Fire Services	377	1,969	2,250	2,100	1,750	1,750	1,750	1,750	1,750
Human Resources	250	325	700	350	200	200	200	200	200
Informaton Technology	-	1,788	1,000	2,000	-	-	-	-	-
Mayor & Council	7,227	350	800	150	300	600	300	300	300
Museum	850	-	1,500	100	1,000	1,000	1,000	1,000	-
Planning	700	255	1,200	650	200	200	200	200	200
Cemetery	426	808	500	-	-	-	-	-	-
Fleet	966	859	1,700	2,000	200	200	200	200	200
Public Works General	398	667	500	3,000	-	-	-	-	-
Parks	142	577	700	570	200	200	200	200	200
Roads & Maintenance	321	274	1,000	320	-	-	-	-	-
Solid Waste & Recycling	-	257	-	100	-	-	-	-	-
RCMP	57	1,096	-	-	-	-	-	-	-
Recreation	398	10,692	11,000	11,750	12,000	12,000	12,000	12,000	12,000
Sewer	4,484	2,753	3,500	2,500	1,500	1,500	1,500	1,500	1,500
Water	2,773	1,530	1,750	450	750	750	750	750	750
Total Internal Allocations Out	60,256	62,607	78,800	69,335	40,800	41,650	40,800	40,800	38,300
Internal Allocations In									
Communications	-	-	-	-	1,500	1,500	1,500	1,500	1,500
HR - training/dues	7,869	10,457	13,000	9,897	7,950	8,069	8,190	8,313	8,438
Information Technology	4,155	2,924	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Fleet	298	-	3,500	3,500	3,000	3,000	3,000	3,000	3,000
Total Internal Allocations In	12,321	13,381	18,700	15,597	14,650	14,769	14,890	15,013	15,138
Total Operating Expense	433,486	382,422	408,950	420,947	475,410	466,132	465,253	465,376	465,452

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cost per capita	13.19	11.63	12.44	12.80	14.46	14.18	14.15	14.16	14.16
% of property tax	1.69%	1.45%	1.44%	1.49%	1.57%	1.48%	1.42%	1.37%	1.32%

Change 2016 forecast to 2017 budget	
$ change	54,463
% change	12.94%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Goods and Services	17,215	4.09%
Contractual Labour increases	9,660	2.29%

Procurement - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Logistics	340,556	310,878	336,500	317,850	363,837	355,378	356,378	357,378	357,329
Mayor & Council	7,227	350	800	150	300	600	300	300	300
Communications	764	144	1,000	150	-	-	-	-	-
Fire Services	239	-	-	-	-	-	-	-	-
Operations	111	456	1,200	1,075	100	100	100	100	100
Finance	676	548	-	200	-	-	-	-	-
Facilities & Recreation	227	692	-	350	-	-	-	-	-
Information Technology	-	1,788	1,000	2,000	-	-	-	-	-
Human Resources	250	325	700	350	200	200	200	200	200
Development Services	10,607	9,413	11,000	10,750	10,000	10,000	10,000	10,000	10,000
Corporate Admin	6,033	1,495	1,200	1,700	1,200	1,750	1,200	1,200	1,200
RCMP	57	1,096	-	-	-	-	-	-	-
Fire Hall 1	-	1,969	2,250	2,100	1,750	1,750	1,750	1,750	1,750
Fire Hall 2	138	-	-	-	-	-	-	-	-
Water	2,773	1,530	1,750	450	750	750	750	750	750
Public Works	398	667	500	3,000	-	-	-	-	-
Engineering	1,292	2,138	4,200	3,100	200	200	200	200	200
Waste Water	4,484	2,753	3,500	2,500	1,500	1,500	1,500	1,500	1,500
Finance - Revenue	10,852	7,040	12,500	10,000	7,500	7,500	7,500	7,500	7,500
Finance - Accounting	430	1,006	1,500	1,750	1,000	1,000	1,000	1,000	1,000
Finance - Logistics	80,608	58,162	53,750	87,500	96,923	95,985	93,985	92,985	92,985
Facilities	2,825	1,737	2,500	2,070	200	200	200	200	200
Museum	850	-	1,500	100	1,000	1,000	1,000	1,000	-
Recreation	398	10,692	11,000	11,750	12,000	12,000	12,000	12,000	12,000
Bylaw	314	416	700	3,200	200	200	200	200	200
Planning	700	255	1,200	650	200	200	200	200	200
Building	43	535	500	400	400	400	400	400	400
Cemetery	426	808	500	-	-	-	-	-	-
Roads and Maintenance	321	274	1,000	320	-	-	-	-	-
Parks	142	577	700	570	200	200	200	200	200
Fleet	966	859	1,700	2,000	200	200	200	200	200
Waste Disposal	-	257	-	100	-	-	-	-	-
Animal Control	2,807	2,012	2,700	3,100	200	200	200	200	200
Economic Development	-	3,125	3,200	1,250	200	200	200	200	200
Electric	3,904	7,649	8,500	4,200	1,500	1,500	1,500	1,500	-
	481,420	431,648	469,050	474,685	501,560	493,012	491,162	491,162	488,614

Revenue and Collections

Revenue & Collections - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	230,453	488,586	225,910	273,400	230,950	235,469	240,084	244,795	249,606
Salaries and Benefits	671,019	647,419	692,092	680,583	679,283	693,083	693,083	693,083	693,083
Total Operating Expense	901,473	1,136,006	918,002	953,983	910,233	928,552	933,167	937,878	942,689
Recoveries	-	(106,160)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Net operating expense	901,473	1,029,846	768,002	803,983	760,233	778,552	783,167	787,878	792,689
Internal Allocations In									
Communications	-	-	-	-	2,521	2,521	2,521	2,521	2,521
Finance - Procurement	10,852	7,040	12,500	10,000	7,500	7,500	7,500	7,500	7,500
HR - training/dues	2,597	,114	6,000	-	6,210	7,318	7,428	7,539	7,652
Information Technology	5,980	3,427	5,767	3,000	6,500	9,337	9,408	9,481	9,554
Total Internal Allocations In	19,429	11,581	24,267	13,000	22,731	26,676	26,857	27,041	27,227
Add back Revenue	-	(106,160)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Total Operating Expense	920,902	1,147,586	942,269	966,983	932,964	955,229	960,024	964,920	969,916

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	920,902	1,041,426	792,269	816,983	782,964	805,229	810,024	814,920	819,916
Cost per capita	28.01	31.68	24.10	24.85	23.81	24.49	24.64	24.79	24.94
% of property tax	3.58%	3.95%	2.79%	2.88%	2.59%	2.56%	2.48%	2.40%	2.32%

Change 2016 forecast to 2017 budget	
$ change	- 34,019
% change	-4.16%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Bad debt expense in 2016	- 47,000	5.75%
Information Technology	3,500	0.428%
New staff at lower salary levels	- 1,300	0.159%

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Allowance for Bad Debt	254	223,139	10,000	57,000	10,000	10,000	10,000	10,000	10,000
Collection Costs	706	460	1,900	1,100	1,100	1,100	1,100	1,100	1,100
Commissions	1,786	2,629	4,100	4,150	4,150	4,150	4,150	4,150	4,150
Land Title Fees	-	-	-	500	500	500	500	500	500
Postage	201,582	235,099	184,650	184,650	188,600	192,561	196,605	200,734	204,950
Salaries and Benefits	673,243	648,350	692,092	680,583	679,283	693,083	693,083	693,083	693,083
Supplies	23,902	26,328	25,260	26,000	26,600	27,159	27,729	28,311	28,906
	901,473	1,136,006	918,002	953,983	910,233	928,552	933,167	937,878	942,689
Recoveries	-	(106,160)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Net Operating Expense	901,473	1,029,846	768,002	803,983	760,233	778,552	783,167	787,878	792,689

Civic Grants

Civic Grants - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Municipal Grants	620,645	623,536	760,725	725,526	634,238	517,000	517,000	517,000	517,000
Rogers Hometown Hockey	-	23,550	23,550	23,550	-	-	-	-	-
BC Winter Games	-	90,000	-	-	-	-	-	-	-
Public Art	-	50,000	-	-	-	-	-	-	-
ITU Multisport World Championships				-	250,000				
Scotties Tournament of Hearts						200,000			
Civic partnerships - Penmar Partnership	51,306	11,301							
Civic partnerships - Challenge Penticton	277,032	32,519							
	948,983	830,906	784,275	749,076	884,238	717,000	517,000	517,000	517,000

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cost per capita	28.86	25.27	23.85	22.78	26.90	21.81	15.73	15.73	15.73
% of property tax	3.69%	3.15%	2.76%	2.64%	2.93%	2.28%	1.58%	1.52%	1.46%

Change 2016 forecast to 2017 budget	
$ change	135,162
% change	18.04%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
ITU Multisport World Championships	250,000	33.37%
Municipal Grants	- 91,288	-12.19%

Civic Grants - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
B.C. Schizophrenia Society - Penticton Branch (Mental Wellness Centre)	-	-	18,000	18,000	18,000				
BC Elders Gathering Society	5,000	-	-	-	-				
BC Winter Games	1,921	-	90,000	94,826	-				
Boston Pizza Jr. Triathlon	573	638	-	-	-				
Canada 150 Mosaic Initiative	-	-	-	4,500	-				
Canada Day Celebrations	157	705	-	-	-				
Canadian Mental Health Association	1,800	2,000	2,000	2,000	2,000				
CFSOS - Yes Project (Youth Engagement Strategy)	-	-	8,750	8,750	8,750				
Challenge Penticton - All Services	110,000	93,777	110,000	110,000	110,000				
Community Arts Council	12,310	12,312	13,600	13,600	12,312				
Community Foundation of the South Okanagan Similkameen	-	25,000	25,000	25,000	25,000				
DPA - BC Family Day	-	1,492	1,500	1,505	1,500				
DPA - Canada Day Celebration	7,751	7,000	6,800	7,893	6,800				
DPA - Canada Day Fireworks	-	255	-	-	1,500				
DPA - Fall Fair	-	-	-	-	-				
DPA - Music in the Park	18,538	18,013	-	-	-				
DPA - New Year´s Eve Fireworks	-	896	970	-	-				
DPA - Night Markets Summer Concert Series	-	-	15,000	15,382	9,050				
DPA & SOIS - Penticton´s Birthday	-	-	1,200	1,200	-				
Get Bent Active Arts Society	500	-	-	-	-				
Grand Fondo	24,459	26,700	30,000	29,000	30,000				
Henning Emergency Clinic of Kindness	-	12,800	-	-	-				
Japanese Gardens	2,500	-	-	-	-				
Literacy Now - South Okanagan Similkimeen (SD 67)	1,500	-	-	-	-				
Miss Penticton Royalty	8,911	8,516	9,150	9,024	9,150				
OK Similkameen Comm Fndtn - Neighbourhood Small Grants	-	5,000	-	-	-				
OK Thunderchairs (BC Storm Power Soccer Tournament)	-	-	900	900	-				
Okanagan Fruit Tree Project Society	-	10,000	6,700	6,700	3,400				
Okanagan Hockey Group	-	-	-	10,000	-				
Okanagan International Children's	31,505	-	-	-	-				
Okanagan Motorcycle Association	425	433	500	-	500				
Okanagan Similkameen Healthy Living Fair Society	7,487	7,635	8,778	7,838	5,852				
Okanagan Similkameen Conservation Alliance - MeadowLark Festival	5,760	5,000	3,500	3,500	1,750				
Okanagan Symphony	9,000	9,000	5,000	5,000	-				
Okanagan Trestle Tours	-	977	1,000	1,000	-				
OliveUs Education Society	2,000	-	-	-	-				
Other	767	24,534	29,782	-	19,279	517,000	517,000	517,000	517,000
PDMS dba SOICS - South Okanagan Immigrant & Community Services (Citizenship Ceremony)	-	-	2,000	2,000	-				
PDMS dba SOICS - South Okanagan Immigrant & Community Services (June 2016 Welcoming Communities Summit)	-	-	7,500	7,500	-				
Peach Festival Society	37,234	44,876	45,000	58,996	44,000				
Peach Festival Society - float refurbishment	-	-	10,000	-	-				
Penticton & Area Access Society	-	4,300	5,000	5,000	4,299				
Penticton & Area Cycling Association - 3 Blind Mice Expansion	-	-	-		20,745				
Penticton and District Community Resource Society	10,923	-	-	-	-				
Penticton Board of Education - highschool grad parade participant insurance	-	-	-	175	-				
Penticton Art Gallery Society	95,000	95,000	95,000	95,000	105,000				
Penticton Cycling Association	2,565	2,500	2,500	2,500	2,500				
Penticton Dragonboat Festival Society	9,599	12,210	14,120	7,920	12,704				
Penticton Duplicate Bridge Club	3,870	-	-	-	-				
Penticton Elvis Festival	-	-	-	-	5,000				
Penticton Historic Automobile Assn	8,422	6,344	7,000	6,782	7,000				
Penticton Jazz Festival	12,470	13,000	12,333	12,333	9,640				
Penticton Kiwanis Music Festival	4,280	5,250	5,500	5,500	5,000				
Penticton Metal detectors Club	229	-	-	-	-				
Penticton Minor Hockey	455	3,567	-	-	-				
Penticton Scottish Festival Society	18,720	6,475	4,000	4,000	4,000				
Penticton Search & Rescue	12,435	12,435	12,435	12,435	12,435				
Performing Arts BC Provincial Festival	18,390	-	-	-	-				
Rotary Club of Penticton	-	25,000	12,800	9,358	5,000				
Royal Cdn Legion - Facility Rent	2,700	2,800	-	-	3,000				
Salvation Army - Facility Rent	4,325	6,000	-	-	6,851				
Salvation Army - Dementia Friendly Community Project	-	-	-	-	2,500				
School District reciprocal agreement	10,078	5,185	14,000	14,000	6,000				
Shatford Building - OSA	25,200	15,000	10,000	10,000	10,000				
Skaha Bluffs Park Watch Society	-	-	15,456	15,456	13,000				
South Okanagan Genealogical Society	-	-	4,451	3,003	721				
South Okanagan Seniors Wellness Society	18,468	15,000	12,000	12,000	13,000				
South Okanagan Trail Alliance	-	1,000	-	-	-				
SS Sicamous - Operating	45,000	45,000	45,000	33,750	45,000				
SS Sicamous - Utilities	20,715	21,461	20,000	20,000	22,000				
The Penticton Centre for Exceptional Learning	-	-	1,500	1,500	-				
United Way Emergency Transportation Assistance Program	2,700	4,050	7,200	7,200	-				
Upperdeck Vees Hockey	4,000	4,400	7,800	3,500	10,000				
	620,645	623,536	760,725	725,526	634,238	517,000	517,000	517,000	517,000

Civic Grants - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Civic partnerships - Penmar Partnership	51,306	11,301	-	-	-	-	-	-	-
Civic partnerships-Challenge Penticton-2013 operating deficit	77,032	-	-	-	-	-	-	-	-
Civic partnerships-Challenge Penticton-2014 operating deficit	200,000	32,519	-	-	-	-	-	-	-
Civic grants - Rogers Hometown Hockey	-	-	23,550	23,550	-	-	-	-	-
Civic grants - 2017 ITU Multisport World Championships	-	-	-	-	250,000	-	-	-	-
	328,338	43,819	23,550	23,550	250,000	-	-	-	-

Communications

Communications - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Operations by Object									
Goods and Services	92,102	9,712	166,125	31,467	40,000	35,000	35,000	35,000	35,000
Communications	-	68,898	-	83,762	197,271	158,771	157,271	155,771	154,271
Salaries and Benefits	89,563	92,922	91,494	87,500	168,750	170,750	172,750	174,750	176,750
Total Operations by Object	181,665	171,532	257,619	202,729	406,021	364,521	365,021	365,521	366,021
Operations by Project									
Communications	93,802	96,731	106,494	95,667	175,521	160,521	160,521	160,521	160,521
Public Relations	1,449	1,042	62,000	25,000	142,000	117,000	119,000	121,000	123,000
Publications	24,674	22,535	25,125	22,462	24,500	24,500	24,500	24,500	24,500
Print	59,099	48,671	53,000	50,000	53,000	51,000	49,000	47,000	45,000
Radio	1,117	1,579	2,000	1,600	2,000	2,000	2,000	2,000	2,000
Online	1,524	974	9,000	8,000	9,000	9,500	10,000	10,500	11,000
Total Operations by Project	181,665	171,532	257,619	202,729	406,021	364,521	365,021	365,521	366,021
Internal Allocations Out									
Animal Control	-	-	-	-	500	500	500	500	500
Building and License	-	-	-	-	15,000	5,000	5,000	5,000	5,000
Economic Development & Tourism	-	-	-	-	6,000	6,000	6,000	6,000	6,000
Electrical	-	-	-	-	250	250	250	250	250
Engineering Services	-	1,076	-	-	-	-	-	-	-
Facilities	-	-	-	-	14,000	14,000	14,000	14,000	14,000
Finance - Procurement	-	-	-	-	1,500	1,500	1,500	1,500	1,500
Finance - Revenue and Collections	-	-	-	-	2,521	2,521	2,521	2,521	2,521
Fire	479	-	-	-	-	-	-	-	-
Development Services	-	-	-	-	10,000	10,000	10,000	10,000	10,000
Human Resources	-	251	-	-	-	-	-	-	-
RCMP	- 4	-	-	-	-	-	-	-	-
Sewer	-	-	-	6,467	5,000	5,000	5,000	5,000	5,000
Total Internal Allocations Out	474	1,326	-	6,467	54,771	44,771	44,771	44,771	44,771
Internal Allocations In									
Finance - Procurement	764	144	1,000	150	-	-	-	-	-
HR - training/dues	2,438	1,162	1,700	-	-	-	-	-	-
Information Technology	1,113	-	-	-	15,000	15,000	15,000	15,000	15,000
Total Internal Allocations In	4,315	1,306	2,700	150	15,000	15,000	15,000	15,000	15,000
Net Operating Expense	185,506	171,511	260,319	196,412	366,250	334,750	335,250	335,750	336,250

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cost per capita	5.64	5.22	7.92	5.97	11.14	10.18	10.20	10.21	10.23
% of property tax	0.72%	0.65%	0.92%	0.69%	1.21%	1.07%	1.03%	0.99%	0.95%

Change 2016 forecast to 2017 budget	
$ change	169,838
% change	86.47%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Engagement HQ Software	15,000	7.64%
New Engagement Coordinator	70,000	35.64%
Additional Communication and Public Relations Activities	80,000	40.73%

The increase to the information technology budget is for the Engagement HQ software service

General Government

General Government - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue									
Taxation	(25,696,012)	(26,338,349)	(28,368,201)	(28,323,233)	(30,008,576)	(31,207,719)	(32,454,779)	(33,751,672)	(35,100,389)
Local Improvement Levy	(176,447)	(199,554)	(183,850)	(158,609)	(183,850)	(183,850)	(183,850)	(183,850)	(183,850)
Franchise Fees	(597,625)	(337,179)	(531,000)	(542,589)	(491,000)	(491,000)	(491,000)	(491,000)	(491,000)
BIA Levy	(177,123)	(178,702)	(179,000)	(178,681)	(178,000)	(178,000)	(178,000)	(178,000)	(178,000)
MRDT (Hotel Room Tax)	(478,299)	(536,454)	(254,519)	(268,150)	(254,519)	(254,519)	(254,519)	(254,519)	(254,518)
Grants in Lieu	(236,732)	(237,750)	(450,000)	(450,000)	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)
Rentals/Leases	(148,830)	(107,958)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Sale of Services	(698,379)	(679,401)	(94,200)	(97,118)	(84,200)	(84,200)	(84,200)	(84,200)	(84,200)
Fiscal Services	(7,167,934)	(7,290,596)	(3,439,792)	(4,259,339)	(4,348,507)	(4,347,873)	(4,347,603)	(4,347,335)	(4,347,626)
Interest and Penalities	(170,663)	(132,420)	(714,000)	(878,245)	(831,000)	(832,000)	(833,000)	(834,000)	(834,000)
Equipment Sales Proceeds			(30,000)	(6,500)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Grants	(1,392,510)	(1,392,510)	(42,000)	(1,370,860)	(1,439,404)	(1,439,404)	(1,507,826)	(1,507,826)	(1,507,826)
Development Cost Charges	-	-	-	-	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Collections for other Governments	(20,161,507)	(20,530,281)	(20,562,109)	(20,698,202)	(20,607,305)	(20,635,541)	(20,664,004)	(20,692,690)	(20,697,609)
	(57,102,062)	(57,961,156)	(54,928,671)	(57,311,526)	(59,386,361)	(60,614,106)	(61,958,781)	(63,285,092)	(64,639,018)
Expenses									
BIA	177,993	178,702	179,000	178,681	178,000	178,000	178,000	178,000	178,000
Hotel Room Tax (MRDT)	478,299	536,454	450,000	450,000	550,000	550,000	550,000	550,000	550,000
Collections for other Governments	20,126,542	20,478,735	20,562,109	20,698,202	20,607,305	20,635,542	20,664,003	20,692,690	20,697,609
Total	20,782,834	21,193,891	21,191,109	21,326,883	21,335,305	21,363,542	21,392,003	21,420,690	21,425,609

Facilities

Facilities - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	1,662,430	1,736,187	1,719,671	971,355	1,152,758	1,152,975	1,153,200	1,153,436	1,153,683
Fleet	61,471	59,602	1,000	-	41,286	41,286	41,286	41,286	41,286
Salaries and Benefits	1,086,479	1,098,850	1,008,725	1,240,053	1,234,331	1,200,434	1,216,819	1,233,492	1,250,455
Loss on Sale of Assets	-	198,836	-	-	-	-	-	-	-
Utilities	-	107,972	80,000	648,130	678,299	721,571	768,407	819,102	873,979
	2,810,379	3,201,446	2,809,396	2,859,538	3,106,674	3,116,266	3,179,712	3,247,316	3,319,403
Gain on Sale of Assets	(4,760)	(43,082)	-	-	-	-	-	-	-
Recoveries	-	(42,057)	-	-	-	-	-	-	-
Net Operating Expense	2,805,619	3,116,307	2,809,396	2,859,538	3,106,674	3,116,266	3,179,712	3,247,316	3,319,403
Internal Allocations In									
Communications	-	-	-	-	14,000	14,000	14,000	14,000	14,000
Logistics	2,825	1,737	2,500	2,070	200	200	200	200	200
HR - training/dues	370	336	300	250	9,400	3,146	3,194	3,242	3,290
Fleet	20,308	11,000	49,400	48,500	48,500	48,500	48,500	48,500	48,500
Safety	1,573	276	5,370	5,200	5,478	5,533	5,588	5,588	5,588
Total Internal Allocations In	25,076	13,349	57,570	56,020	77,578	71,379	71,482	71,530	71,578
Total Operating Expense	2,835,455	3,214,795	2,866,966	2,915,558	3,184,252	3,187,645	3,251,194	3,318,846	3,390,981

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	2,830,695	3,129,656	2,866,966	2,915,558	3,184,252	3,187,645	3,251,194	3,318,846	3,390,981
Cost per capita	86.10	95.19	87.20	88.68	96.85	96.96	98.89	100.95	103.14
% of property tax	11.02%	11.88%	10.11%	10.29%	10.55%	10.15%	9.96%	9.77%	9.60%

Change 2016 forecast to 2017 budget	
$ change	268,694
% change	9.22%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change	
Goods and Services	181,403	6.22%	Repairs previously capitalized now in Ops
Fleet	41,286	1.42%	Not budgeted in 2016
Utilities	30,169	1.035%	Inflation

Facilities - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Facilities - General	90,236	348,352	345,009	345,509	346,407	348,030	349,687	351,381	353,111
Non-Recreational Facilities - City Hall	261,866	200,718	181,111	183,150	205,890	210,716	215,854	221,324	227,152
Non-Recreational Facilities - City Houses	8,888	3,640	9,058	9,000	10,112	10,168	10,225	10,283	10,341
Non-Recreational Facilities - Shelter	133	5,047	-	-	-	-	-	-	-
Non-Recreational Facilities - Emergency Measures	1,122	1,310	-	-	-	-	-	-	-
Non-Recreational Facilities - Fire Hall # 1	27,737	35,877	47,650	41,850	63,193	64,718	66,347	68,089	69,950
Non-Recreational Facilities - Fire Hall # 2	30,081	26,876	31,755	30,460	33,010	34,341	35,767	37,296	38,936
Non-Recreational Facilities - Misc Sites	176,358	157,100	145,510	186,429	174,783	176,050	177,389	178,805	180,303
Non-Recreational Facilities - RCMP Building	210,073	223,803	201,950	202,900	210,106	213,697	217,542	221,658	226,066
Non-Recreational Facilities - Yards & Warehouse	163,213	185,409	137,630	149,600	157,414	161,936	166,782	171,977	177,547
Recreational Facilities - 500 Edmonton Ave	2,542	1,928	-	-	-	-	-	-	-
Recreational Facilities - Bathhouse	193,360	278,811	214,173	229,750	329,931	332,412	335,015	337,749	340,622
Recreational Facilities - Community Centre	960,507	960,354	830,790	865,740	860,803	833,771	858,326	884,599	912,736
Recreational Facilities - Curling Club Building	6,322	3,377	3,200	3,200	3,200	3,200	3,200	3,200	3,200
Recreational Facilities - Edmonton Ave Centre	7,826	6,629	5,700	4,500	5,709	5,896	6,098	6,315	6,548
Recreational Facilities - Gyro Bandshell	5,977	11,247	4,190	3,180	6,699	6,895	7,102	7,321	7,551
Recreational Facilities - Indoor Soccer Facility	8,864	27,088	37,000	27,000	44,525	45,087	45,677	46,296	46,945
Recreational Facilities - Jubilee Pavilion	10,736	13,327	14,420	9,920	15,500	15,826	16,171	16,535	16,921
Recreational Facilities - Lawn Bowling Club	352	281	-	-	-	-	-	-	-
Recreational Facilities - Library/Museum Complex	170,971	176,036	181,150	179,150	184,490	188,397	192,576	197,047	201,831
Recreational Facilities - Marina - Okanagan	360	2,216	1,500	-	1,526	1,553	1,580	1,608	1,636
Recreational Facilities - Marina - Skaha	1,237	1,918	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Recreational Facilities - McLaren Arena	367,676	328,199	296,320	301,070	366,761	375,684	385,140	395,174	405,833
Recreational Facilities - Mobile Concession/Washroom	24,061	36,113	22,740	22,740	47,599	47,872	48,157	48,458	48,773
Recreational Facilities - 675 Marina Way Bldg	5,737	4,999	7,550	2,550	6,567	6,639	6,712	6,786	6,862
Recreational Facilities - New Wine/visitor Info Centre	40,883	52,131	46,400	33,000	-	-	-	-	-
Recreational Facilities - Sicamous Boathouse	1,392	2,118	14,200	2,000	1,200	1,200	1,200	1,200	1,200
Recreational Facilities - Storage Facilities - Administrative	1,478	525	-	-	-	-	-	-	-
Recreational Facilities - Walking Pier	9,454	3,908	7,640	7,640	7,500	7,631	7,765	7,901	8,039
Recreational Facilities - Westminster Centre	16,179	16,971	18,250	14,700	19,249	20,047	20,901	21,817	22,799
	2,805,619	3,116,307	2,809,396	2,859,538	3,106,674	3,116,266	3,179,713	3,247,316	3,319,402

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
City Hall - Mechanical	225,000	-	-	-	-
City Hall - Furniture Request Chairs	12,000	-	-	-	-
Memorial Arena Capital	300,000	7,000,000	7,000,000	-	-
Penticton Trade & Convention Centre	275,000	-	-	-	-
Yacht & Tennis Club- Capital	110,000	-	-	-	-
Recreation Capital	26,500	20,000	20,000	20,000	20,000
PTCC - Internal Capital Requests	27,958	-	-	-	-
City Wide Security	40,000	-	-	-	-
Facilities Master Plan	-	25,000	25,000	25,000	25,000
Facilities Capital - General	50,000	2,200,000	4,050,000	3,050,000	4,050,000
	1,066,458	9,245,000	11,095,000	3,095,000	4,095,000

Human Resources

Human Resources - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	340,828	329,873	488,841	431,791	522,565	556,347	584,257	591,500	579,268
Salaries and Benefits	375,748	384,758	458,983	533,677	535,106	542,215	550,924	559,808	568,870
Legal	10,758	41,843	10,000	12,000	10,000	10,200	10,404	10,612	10,824
Net Operating Expense	727,334	756,474	957,824	977,468	1,067,671	1,108,762	1,145,585	1,161,920	1,158,962
Internal Allocations Out									
Corporate Administration	3,934	3,455	3,300	4,509	9,500	10,658	10,817	10,980	11,144
Building & Licence	10,230	14,282	17,415	13,444	13,445	36,148	36,508	36,873	37,242
Bylaw Enforcement	3,582	3,947	5,229	3,229	3,135	3,182	3,230	3,278	3,327
Operations	1,100	3,201	2,950	2,810	3,050	3,096	3,142	3,189	3,237
Facilities & Recreation	-	256	-	-	-	-	-	-	-
Communications	2,438	1,162	1,700	-	-	-	-	-	-
Economic Development	5,339	610	1,300	2,272	7,161	4,297	4,340	4,383	4,427
Electric Utility	4,077	5,766	68,735	40,326	75,450	66,985	67,122	67,261	67,402
Engineering	7,001	2,454	11,550	8,250	14,998	18,268	18,542	18,821	19,102
Facilities	370	336	300	250	9,400	3,146	3,194	3,242	3,290
Finance	8,473	13,637	19,100	19,512	16,350	16,595	16,844	17,097	17,353
Procurement	7,869	10,457	13,000	9,897	7,950	8,069	8,190	8,313	8,438
Revenue & Collections	2,597	1,114	6,000	-	6,210	7,318	7,428	7,539	7,652
Fire Services	8,214	7,866	12,927	9,125	14,219	18,651	18,930	19,214	19,503
Development Services	5,555	4,413	5,400	5,300	5,627	5,711	5,797	5,884	5,972
Land Management	-	1,011	3,750	2,671	4,300	4,348	4,397	4,446	4,496
Information Technology	22,994	14,575	39,150	39,155	41,350	44,000	44,661	45,330	46,010
Museum	473	168	3,365	2,465	2,520	3,065	3,111	3,158	3,205
Planning	5,675	4,626	7,200	6,802	7,800	7,917	8,036	8,156	8,279
Fleet	449	4,222	6,800	4,573	5,885	11,048	11,214	11,382	11,553
Public Works General	6,523	5,365	-	3,344	3,800	-	-	-	-
Parks	8,582	11,079	9,050	7,700	11,685	12,875	13,068	13,264	13,463
Roads & Maintenance	4,700	4,842	7,030	1,350	6,430	13,631	13,836	14,043	14,254
RCMP	95	1,381	3,800	1,900	4,000	4,060	4,121	4,183	4,245
Recreation	6,012	9,853	16,600	13,800	17,125	18,397	18,673	18,953	19,237
Sewer	13,802	17,210	17,385	15,432	18,815	17,646	17,910	18,179	18,452
Water	5,491	5,056	9,915	9,645	16,370	16,616	16,865	17,118	17,375
Total Internal Allocations Out	145,575	152,357	292,951	227,761	326,575	355,727	359,976	364,287	368,660
Internal Allocations In									
Communications	-	251	-	-	-	-	-	-	-
Logistics	250	325	700	350	200	200	200	200	200
Information Technology	2,314	1,966	414	1,500	1,500	414	414	414	414
Fleet	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Safety	30,047	31,785	42,100	41,140	41,235	41,624	42,017	42,153	42,225
Total Internal Allocations In	38,111	39,827	48,714	48,490	48,435	47,738	48,131	48,267	48,339
Net Operating Expense	619,871	643,944	713,587	798,197	789,531	800,773	833,740	845,900	838,640

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cost per capita	18.85	19.59	21.70	24.28	24.01	24.36	25.36	25.73	25.51
% of property tax	2.41%	2.44%	2.52%	2.82%	2.62%	2.55%	2.55%	2.49%	2.37%

Change 2016 forecast to 2017 budget	
$ change	(8,666)
% change	-1.09%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Goods and Services	90,774	11.37%
Allocations out Training City Wide	98,814	12.38%
Contractual Labour increases	1,429	0.179%

Human Resources - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Human Resources - general	401,453	428,612	468,985	511,972	544,361	555,140	566,531	577,349	588,787
Labour relations	69,679	45,279	45,000	51,500	45,000	45,800	46,616	47,448	48,297
Employee assistance & recognition	26,993	53,546	54,500	77,500	41,000	41,300	61,606	61,918	42,236
Emergency Preparedness - Boonstock	25,956	-	-	-	-	-	-	-	-
Communications	2,438	1,162	1,700	-	-	-	-	-	-
Fire	8,214	7,866	12,927	9,125	14,219	18,651	18,930	19,214	19,503
Operations	1,100	3,201	2,950	2,810	3,050	3,096	3,142	3,189	3,237
Finance	1,583	1,546	-	637	-	-	-	-	-
Facilities & Recreation	-	256	-	-	-	-	-	-	-
Information Technology	22,994	14,575	39,150	39,155	41,350	44,000	44,661	45,330	46,010
Human Resources	57,317	82,681	96,388	108,735	110,735	110,795	110,856	110,918	110,980
Development Services	5,555	4,413	5,400	5,300	5,627	5,711	5,797	5,884	5,972
Corporate Admin	3,934	3,455	3,300	4,509	9,500	10,658	10,817	10,980	11,144
RCMP	95	1,381	3,800	1,900	4,000	4,060	4,121	4,183	4,245
Fire Services	362	-	-	-	-	-	-	-	-
Water	5,491	5,056	9,915	9,645	16,370	16,616	16,865	17,118	17,375
Public Works	6,523	5,365	-	3,344	3,800	-	-	-	-
Engineering	7,001	2,454	11,550	8,250	14,998	18,268	18,542	18,821	19,102
Waste Water	13,802	17,210	17,385	15,432	18,815	17,646	17,910	18,179	18,452
Finance - Revenue	2,597	1,114	6,000	-	6,210	7,318	7,428	7,539	7,652
Finance - Accounting	6,890	12,091	19,100	18,875	16,350	16,595	16,844	17,097	17,353
Finance - Logistics	7,869	10,457	13,000	9,897	7,950	8,069	8,190	8,313	8,438
Facilities	370	336	300	250	9,400	3,146	3,194	3,242	3,290
Museum	473	168	3,365	2,465	2,520	3,065	3,111	3,158	3,205
Recreation	6,012	9,853	16,600	13,800	17,125	18,397	18,673	18,953	19,237
Bylaw	3,582	3,947	5,229	3,229	3,135	3,182	3,230	3,278	3,327
Planning	5,675	4,626	7,200	6,802	7,800	7,917	8,036	8,156	8,279
Building	10,230	14,282	17,415	13,444	13,445	36,148	36,508	36,873	37,242
Public Works - Cemetery	-	13	-	-	-	-	-	-	-
Public Works - Roads and Maintenance	4,700	4,842	7,030	1,350	6,430	13,631	13,836	14,043	14,254
Public Works - Parks	8,582	11,079	9,050	7,700	11,685	12,875	13,068	13,264	13,463
Public Works - Fleet	449	4,222	6,800	4,573	5,885	11,048	11,214	11,382	11,553
Economic Development	5,339	610	1,300	2,272	7,161	4,297	4,340	4,383	4,427
Electric	4,077	5,766	68,735	40,326	75,450	66,985	67,122	67,261	67,402
Land Management Overhead	-	1,011	3,750	2,671	4,300	4,348	4,397	4,446	4,496
Human resources recoverable costs	-	6,000	-	-	-	-	-	-	-
	727,334	756,474	957,824	977,468	1,067,671	1,108,762	1,145,585	1,161,920	1,158,962

Information Technology

Information Technology - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	698,360	733,205	634,188	596,308	1,034,964	872,705	898,035	856,879	933,193
Equipment Amortization	-	-	213,855	213,855	213,855	213,855	213,855	213,855	213,855
Fleet	5,500	-	-	-	-	-	-	-	-
Salaries and benefits	675,125	700,828	699,721	681,899	807,054	1,012,455	1,017,907	923,411	928,746
Total Operating Expense	1,378,985	1,434,033	1,547,764	1,492,062	2,055,873	2,099,015	2,129,797	1,994,145	2,075,793
Recoveries	-50735.24	-37210.89	-45506.02	-47700	-47764.37	-43358.73	-43373.12	-43387.508	-43650
Net Operating Expense	1,328,249	1,396,822	1,502,258	1,444,362	2,008,109	2,055,657	2,086,424	1,950,757	2,032,143
Internal Allocations Out									
Corporate Administration	13,997	4,014	7,560	2,500	7,624	7,689	7,755	7,821	7,820
Bylaw Enforcement	43	-	414	-	400	414	414	414	414
Communications	1,113	-	-	-	15,000	15,000	15,000	15,000	15,000
Electric Utility	1,592	2,548	1,800	1,800	6,800	6,900	7,002	7,106	7,212
Engineering	-	-	-	-	1,000	1,020	1,040	1,061	1,082
Facilities	96	-	-	-	-	-	-	-	-
Finance	1,076	847	414	200	2,400	2,658	2,703	2,749	2,795
Finance - Procurement	4,155	2,924	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Revenue & Collections	5,980	3,427	5,767	3,000	6,500	9,337	9,408	9,481	9,554
Fire Services	2,952	1,983	1,683	2,200	10,410	8,323	8,456	8,591	8,730
Development Services	8,979	6,081	5,530	5,530	6,900	6,958	6,986	7,015	7,045
Human Resources	2,314	1,966	414	1,500	1,500	414	414	414	414
Museum	1,047	335	2,500	500	500	2,500	2,500	2,500	2,500
Fleet	35	64	5,100	5,100	6,400	6,426	6,453	6,480	6,507
Public Works General	5,047	3,042	5,940	2,300	2,300	5,940	5,940	5,940	5,940
Recreation	5,635	3,323	4,800	3,000	5,100	6,942	6,985	7,029	7,073
Sewer	1,879	707	1,500	500	850	1,857	1,864	1,871	1,879
Water	595	320	250	250	250	250	250	250	250
Total Internal Allocations Out	56,534	31,581	45,872	30,580	76,134	84,828	85,370	85,922	86,416
Internal Allocations In									
Finance - Procurement	-	1,788	1,000	2,000	-	-	-	-	-
Human Resouces	22,994	14,575	39,150	39,155	41,350	44,000	44,661	45,330	46,010
Fleet	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Total Internal Allocations In	28,494	21,863	45,650	46,655	46,850	49,500	50,160	50,830	51,510
Add Back Revenue	(50,735)	(37,211)	(45,506)	(47,700)	(47,764)	(43,359)	(43,373)	(43,388)	(43,650)
Total Operating Expense	1,350,944	1,424,315	1,547,542	1,508,137	2,026,589	2,063,687	2,094,588	1,959,053	2,040,888

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	1,300,209	1,387,104	1,502,036	1,460,437	1,978,824	2,020,328	2,051,215	1,915,665	1,997,238
Cost per capita	39.55	42.19	45.69	44.42	60.19	61.45	62.39	58.27	60.75
% of property tax	5.06%	5.27%	5.29%	5.16%	6.55%	6.43%	6.28%	5.64%	5.66%

Change 2016 forecast to 2017 budget

$ change	518,387
% change	35.50%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
IT Strategy		
Digitalization	120,000	8.22%
Business Process Improvement	120,000	8.22%
IT Maturity	100,000	6.85%
IT Infratructure	60,000	4.11%
New Position	100,000	6.85%

Information Technology - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Forecast	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Print	1,110	947	1,150	1,150	1,200	1,224	1,248	1,273	1,299
Information technology - general	589,408	597,373	561,693	543,872	627,557	811,887	816,258	740,669	744,946
Equipment maintenance and rentals	264,392	298,174	310,441	311,250	320,555	323,509	326,597	312,826	316,202
Software maintenance	209,600	227,182	233,860	221,706	224,950	241,879	257,488	273,286	289,281
Contract services	9,954	13,563	87,600	81,000	61,000	58,650	61,429	64,343	67,398
Telephone and fax	163,299	161,678	168,800	164,400	164,400	164,400	164,400	164,400	164,400
IT Strategy	-	-	-	-	400,000	211,250	214,537	167,864	221,232
Communications	4	-	-	-	15,000	15,000	15,000	15,000	15,000
Information Technology	85,797	100,141	138,348	138,105	180,076	201,388	202,470	183,562	184,620
Human Resources	2,314	1,966	414	1,500	1,500	414	414	414	414
Development Services	8,979	6,081	5,530	5,530	6,900	6,958	6,986	7,015	7,045
Corporate Admin	13,997	4,014	7,560	2,500	7,624	7,689	7,755	7,821	7,820
Fire Hall 1 (Downtown)	2,952	1,983	1,683	2,200	10,410	8,323	8,456	8,591	8,730
Water	595	320	250	250	250	250	250	250	250
Public Works	5,047	3,042	5,940	2,300	2,300	5,940	5,940	5,940	5,940
Engineering	-	-	-	-	1,000	1,020	1,040	1,061	1,082
Waste Water	1,879	707	1,500	500	850	1,857	1,864	1,871	1,879
Finance - Revenue	5,980	3,427	5,767	3,000	6,500	9,337	9,408	9,481	9,554
Finance - Accounting	1,076	847	414	200	2,400	2,658	2,703	2,749	2,795
Finance - Logistics	4,155	2,924	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Facilities	96	-	-	-	-	-	-	-	-
Museum	1,047	335	2,500	500	500	2,500	2,500	2,500	2,500
Recreation	5,635	3,323	4,800	3,000	5,100	6,942	6,985	7,029	7,073
Bylaw	43	-	414	-	400	414	414	414	414
Public Works - Fleet	35	64	5,100	5,100	6,400	6,426	6,453	6,480	6,507
Electric	1,592	2,548	1,800	1,800	6,800	6,900	7,002	7,106	7,212
	1,378,985	1,430,639	1,547,764	1,492,062	2,055,873	2,099,015	2,129,797	1,994,145	2,075,793
Recoveries	(50,735)	(33,816)	(45,506)	(47,700)	(47,764)	(43,359)	(43,373)	(43,388)	(43,650)
	1,328,249	1,396,822	1,502,258	1,444,362	2,008,109	2,055,657	2,086,424	1,950,757	2,032,143

Information Technology - Capital Budget

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Information Technology - hardware	191,000	401,000	161,000	171,000	145,000
Information Technology - Infrastructure	10,000	5,000	5,000	250,000	5,000
Information Technology - Software	247,500	305,000	115,000	115,000	20,000
Information Technology - GIS	415,000	460,000	135,000	115,000	80,000
IT Strategy-Digitalization	220,500	335,000	325,000	300,000	225,000
IT Capital - SOEC	80,450	220,000	50,000	50,000	50,000
	1,164,450	1,726,000	791,000	1,001,000	525,000
Electric Utility					
GIS Implementation & Conversion	-	40,000	40,000	-	-

Protective Services Segment

Protective Services Segment Summary

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue									
Animal Control	(59,272)	(84,650)	(67,400)	(82,000)	(78,400)	(78,400)	(78,400)	(78,400)	(78,400)
Building and License	(1,062,725)	(1,082,991)	(1,573,675)	(2,330,600)	(2,198,500)	(1,408,725)	(1,421,763)	(1,438,132)	(1,447,851)
Bylaw Enforcement	(490,126)	(476,957)	(580,700)	(558,850)	(550,350)	(557,229)	(564,195)	(571,247)	(578,388)
Fire Services	(545,465)	(449,488)	(462,935)	(441,464)	(481,485)	(481,335)	(481,335)	(481,335)	(481,335)
RCMP	(607,053)	(607,424)	(470,978)	(464,126)	(463,258)	(451,091)	(443,953)	(436,841)	(439,759)
	(2,764,642)	(2,701,510)	(3,155,688)	(3,877,040)	(3,771,993)	(2,976,780)	(2,989,646)	(3,005,955)	(3,025,733)
Expenses									
Dog Control	88,058	92,188	110,100	108,939	109,850	112,450	116,250	121,250	126,300
Building and License	579,674	590,753	702,683	715,022	813,720	827,054	827,434	828,955	830,573
Bylaw Services	338,664	394,391	388,635	383,988	398,763	403,624	408,532	413,502	418,534
Fire Services	4,471,126	4,830,853	4,979,058	5,358,107	5,662,055	5,710,705	5,839,781	5,972,441	6,108,996
RCMP	7,779,294	8,240,512	8,720,870	8,706,161	8,985,943	9,531,741	9,899,708	10,222,526	10,452,312
	13,256,816	14,148,697	14,901,346	15,272,217	15,970,331	16,585,573	17,091,706	17,558,673	17,936,715
Net Operating Expense	10,492,174	11,447,187	11,745,658	11,395,177	12,198,338	13,608,793	14,102,060	14,552,718	14,910,982
Cost per Capita	319	348	357	347	371	414	429	443	454
% of Property Taxes	40.83%	43.46%	41.40%	40.23%	40.41%	43.34%	43.19%	42.86%	42.23%

Dog Control

Dog Control - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Operations by Project									
House Rental	-	-	14,400	14,400	14,400	15,000	15,500	15,500	15,500
Tags and Supplies	772	1,011	1,500	1,339	1,700	1,700	1,800	1,800	1,850
Brochures	-	516	500	-	250	250	250	250	250
Commission to SPCA for tag sales	480	729	800	500	800	800	800	800	800
Officer contract	84,000	86,520	88,000	88,000	90,000	92,000	95,000	100,000	105,000
Uniforms and ID Badges	-	927	1,200	1,200	1,000	1,000	1,200	1,200	1,200
Seminars	-	472	1,000	400	1,000	1,000	1,000	1,000	1,000
Total Expense	85,252	90,176	107,400	105,839	109,150	111,750	115,550	120,550	125,600
Dogs - Ticketing Revenue	0	0	0	(6,600)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Dog Licences	(59,272)	(74,250)	(57,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)
Dog Kennels	0	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)
Net Operating Expense	25,979	5,526	40,000	23,839	30,750	33,350	37,150	42,150	47,200
Internal Allocations In									
Communications	-	-	-	-	500	500	500	500	500
Finance - Procurement	2,807	2,012	2,700	3,100	200	200	200	200	200
Total Internal Allocations In	2,807	2,012	2,700	3,100	700	700	700	700	700
Add back Revenues	(59,272)	(84,650)	(67,400)	(82,000)	(78,400)	(78,400)	(78,400)	(78,400)	(78,400)
Total Operating Expense	88,058	92,188	110,100	108,939	109,850	112,450	116,250	121,250	126,300

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	28,786	7,538	42,700	26,939	31,450	34,050	37,850	42,850	47,900
Cost per capita	0.88	0.23	1.30	0.82	0.96	1.04	1.15	1.30	1.46
% of property tax	0.11%	0.03%	0.15%	0.10%	0.10%	0.11%	0.12%	0.13%	0.14%

Change 2016 forecast to 2017 budget	
$ change	4,511
% change	16.75%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change	
Poundkeeper Contract	2,000	1.84%	As per the negotiated contract
Seminars	600	2.23%	Cost for bylaw to keep up with legislation, case law and regulations

As of October 2016 Dog Control management will move from Procurement to Bylaw Services, there will be no increased costs for the operation

	2015	2016
Dog Tags sold	2344	2147
Bylaw offense Notices issued	174	211
Number of dogs impounded	152	147
Number of days with dogs impounded	498	1120
Complaint files opened	402	232

Building and license

Building and License - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Operations by Object									
Goods and Services	43,434	26,611	54,000	36,926	37,850	27,842	28,912	30,067	31,317
Salaries and Benefits	516,975	538,224	614,268	647,752	727,775	738,414	737,364	737,364	737,364
Total Expenses	560,409	564,835	668,268	684,678	765,625	766,256	766,276	767,431	768,681
Revenues	(1,062,725)	(1,082,991)	(1,573,675)	(2,330,600)	(2,198,500)	(1,408,725)	(1,421,763)	(1,438,132)	(1,447,851)
Net Operating Surplus	(502,317)	(518,156)	(905,407)	(1,645,922)	(1,432,875)	(642,469)	(655,487)	(670,700)	(679,171)
Operations by Project									
Building									
Salaries and Benefits	441,667	483,416	549,931	593,885	582,882	590,623	590,623	590,623	590,623
Bylaw Consultation	2,873	-	15,000	7,500	7,500	-	-	-	-
Remedial Action	-1256.71	8,605	10,000	10,000	15,000	15,188	15,377	15,570	15,764
Goods and Services	4,492	4,762	5,000	2,926	2,850	2,886	2,922	2,958	2,995
	447,775	496,783	579,931	614,311	608,232	608,696	608,922	609,151	609,382
Revenues	(568,732)	(622,249)	(1,074,500)	(1,830,000)	(1,654,000)	(862,375)	(872,308)	(882,293)	(892,323)
Net Building by Project	(120,957)	(125,467)	(494,569)	(1,215,689)	(1,045,768)	(253,679)	(263,386)	(273,142)	(282,940)
Licensing									
Salaries and Benefits	52,254	53,689	64,337	53,867	144,893	147,791	146,741	146,741	146,741
Liquor Licensing Public Consultation	-2675	-	1,500	-	-	-	-	-	-
Liquor License	2,296	1,458	2,500	1,500	-	-	-	-	-
Goods and Services	494	1,604	2,500	2,500	1,500	1,519	1,538	1,557	1,576
Bylaw Research and Consultation	3,955	3,560	5,500	1,500	3,500	-	-	-	-
	56,324	60,311	76,337	59,367	149,893	149,310	148,279	148,298	148,317
Revenues	(439,157)	(453,000)	(487,175)	(489,600)	(537,000)	(538,100)	(540,380)	(545,856)	(544,548)
Net Licensing by Project	(382,832)	(392,689)	(410,838)	(430,233)	(387,107)	(388,790)	(392,101)	(397,559)	(396,230)
Internal Allocations In									
Communications	-	-	-	-	15,000	5,000	5,000	5,000	5,000
Finance - procurement	43	535	500	400	400	400	400	400	400
HR - training/dues	10,230	14,282	17,415	13,444	13,445	36,148	36,508	36,873	37,242
Fleet	8,992	11,100	16,500	16,500	19,250	19,250	19,250	19,250	19,250
Total Internal Allocations In	19,265	25,917	34,415	30,344	48,095	60,798	61,158	61,523	61,892
Add back Revenue	(1,062,725)	(1,082,991)	(1,573,675)	(2,330,600)	(2,198,500)	(1,408,725)	(1,421,763)	(1,438,132)	(1,447,851)
Total Operating Expense	579,674	590,753	702,683	715,022	813,720	827,054	827,434	828,955	830,573

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Surplus	(484,523)	(492,238)	(870,992)	(1,615,578)	(1,384,780)	(581,671)	(594,329)	(609,177)	(617,278)
Cost per capita	- 14.74	- 14.97	- 26.49	- 49.14	- 42.12	- 17.69	- 18.08	- 18.53	- 18.78
% of property tax	-1.89%	-1.87%	-3.07%	-5.70%	-4.59%	-1.85%	-1.82%	-1.79%	-1.75%

Change 2016 forecast to 2017 budget	
$ change	(230,797)
% change	14.29%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Additional Building Inspector	80,023	-4.95%
Communications	15,000	-0.93%
Training	1	0.00%

Building and Licencing advances the City's mission as a livable, thriving, safe and sustainable City, by guiding how properties are used, buildings are constructed and businesses operate

The department is responsible for: building, plumbing, mechanical, demolition and vacant buildings, issuing business licences

Enforcement of the City's building, land and other associated regulatory bylaws and cross connection control

Building and License - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Building									
Consultants	1,617	8,605	25,000	17,500	22,500	15,188	15,377	15,570	15,764
Forms, codes and subscriptions	3,069	3,381	4,500	2,520	2,600	2,632	2,665	2,699	2,732
Goods and Services	1,423	1,382	500	406	250	253	256	259	263
Salaries and Benefits	441,667	483,416	549,931	593,885	582,882	590,623	590,623	590,623	590,623
	447,775	496,783	579,931	614,311	608,232	608,696	608,922	609,151	609,382
Fees	(588,609)	(641,699)	(1,105,500)	(1,859,600)	(1,691,000)	(900,475)	(912,688)	(928,149)	(936,870)
Net Operating Surplus - Building	(140,834)	(144,916)	(525,569)	(1,245,289)	(1,082,768)	(291,779)	(303,766)	(318,998)	(327,488)
Busines License									
Goods and Services	494	1,604	2,500	2,500	1,500	1,519	1,538	1,557	1,576
Policy review	-378.58	1,458	4,000	1,500	-	-	-	-	-
Salaries and Benefits	52,254	53,689	64,337	53,867	144,893	147,791	146,741	146,741	146,741
Work shops/public education/consultation	3,955	3,560	5,500	1,500	3,500	-	-	-	-
	56,324	60,311	76,337	59,367	149,893	149,310	148,279	148,298	148,317
Fees	(419,279)	(433,551)	(456,175)	(460,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Net Operating Surplus - Business License	(362,955)	(373,240)	(379,838)	(400,633)	(350,107)	(350,690)	(351,721)	(351,702)	(351,683)
Operating Surplus Building and License	(503,789)	(518,156)	(905,407)	(1,645,922)	(1,432,875)	(642,469)	(655,487)	(670,700)	(679,171)

Bylaw Services

Bylaw Services - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	37,585	68,197	74,023	71,701	75,850	76,798	77,758	78,730	79,714
Fleet	8	-	-	400	-	-	-	-	-
Equipment Maintenance	-	-	-	100	100	101	103	104	105
Salaries and benefits	293,432	316,332	297,269	294,358	308,078	311,929	315,828	319,776	323,773
Total Expenses	331,025	384,528	371,292	366,559	384,028	388,828	393,689	398,610	403,592
Revenues	(490,126)	(476,957)	(580,700)	(558,850)	(550,350)	(557,229)	(564,195)	(571,247)	(578,388)
Net Operating Surplus	(159,101)	(92,428)	(209,408)	(192,291)	(166,322)	(168,401)	(170,506)	(172,637)	(174,795)
Internal Allocations In									
Finance - Procurement	314	416	700	3,200	200	200	200	200	200
HR - training/dues	3,582	3,947	5,229	3,229	3,135	3,182	3,230	3,278	3,327
IT - printing	43	-	414	-	400	414	414	414	414
PW - fleet	3,700	5,500	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Allocations In	7,639	9,863	17,343	17,429	14,735	14,796	14,844	14,892	14,941
Add back Revenues	(490,126)	(476,957)	(580,700)	(558,850)	(550,350)	(557,229)	(564,195)	(571,247)	(578,388)
Total Operating Expense	338,664	394,391	388,635	383,988	398,763	403,624	408,532	413,502	418,534

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Surplus	(151,463)	(82,566)	(192,065)	(174,862)	(151,587)	(153,605)	(155,662)	(157,745)	(159,854)
Cost per capita	- 4.61	- 2.51	- 5.84	- 5.32	- 4.61	- 4.67	- 4.73	- 4.80	- 4.86
% of property tax	-0.59%	-0.31%	-0.68%	-0.62%	-0.50%	-0.49%	-0.48%	-0.46%	-0.45%

Change 2016 forecast to 2017 budget	
$ change	23,275
% change	-13.31%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	10,809	-6.18%
Revenue	8,500	-4.86%

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
General Bylaw	101,363	153,994	141,262	181,959	149,926	151,800	153,698	155,619	157,564
Bylaw	4,170	13,782	18,260	19,000	18,552	18,784	19,019	19,256	19,497
Parking meters	5,570	2,381	4,500	2,200	3,000	3,037	3,075	3,114	3,153
Equipment	20,096	19,993	21,250	24,150	25,650	25,971	26,295	26,624	26,957
Uniforms and supplies	2,294	3,878	1,500	500	3,000	3,038	3,075	3,114	3,153
Monthly Parking	3,246	3,254	3,550	5,550	5,650	5,721	5,792	5,865	5,938
Downtown Parking Strategy	-	-	-	5,000	-	-	-	-	-
Signage	-	-	-	3,200	-	-	-	-	-
Bylaw Enforcement - General	194,288	187,247	180,970	125,000	178,250	180,478	182,734	185,018	187,331
	331,025	384,528	371,292	366,559	384,028	388,828	393,689	398,610	403,592
Revenue	(490,126)	(476,957)	(580,700)	(558,850)	(550,350)	(557,229)	(564,195)	(571,247)	(578,388)
Operating Surplus	(159,101)	(92,428)	(209,408)	(192,291)	(166,322)	(168,401)	(170,506)	(172,637)	(174,795)

Bylaw Enforcement - Capital Budget

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Parking Equipment	40,812	61,572	62,342	63,121	63,910

Fire Services

Fire Services - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	529,280	220,318	188,737	204,062	262,226	241,476	247,564	254,242	261,568
Equipment Amortization	-	-	20,000	20,000	69,403	17,470	17,470	17,470	17,470
Salaries and Benefits	3,888,481	4,313,898	4,476,616	4,828,795	5,006,097	5,125,010	5,247,510	5,373,073	5,501,775
Fire Hall 1	4,930	7,166	5,670	5,625	5,900	5,900	5,900	5,900	5,900
Fire Hall 202	4,071	2,880	3,775	4,000	9,500	9,500	9,500	9,500	9,500
Total Operating Expense	4,426,761	4,544,262	4,694,798	5,062,482	5,353,127	5,399,356	5,527,944	5,660,185	5,796,213
Recoveries	(545,465)	(449,488)	(462,935)	(431,464)	(471,485)	(471,335)	(471,335)	(471,335)	(471,335)
Donations	-	-	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Net Operating Expense	3,881,296	4,094,773	4,231,863	4,621,018	4,871,642	4,918,021	5,046,609	5,178,850	5,314,878
Internal Allocations In									
Communications	479	-	-	-	-	-	-	-	-
Procurement - fire services	239	-	-	-	-	-	-	-	-
Procurement - Fire Hall 1	-	1,969	2,250	2,100	1,750	1,750	1,750	1,750	1,750
HR - training/dues	8,214	7,866	12,927	9,125	14,219	18,651	18,930	19,214	19,503
IT - Fire Services	118	-	-	-	-	-	-	-	-
IT - Implement FDM software	2,835	1,983	1,683	2,200	10,410	8,323	8,456	8,591	8,730
Fleet	28,063	272,250	260,000	275,000	275,000	275,000	275,000	275,000	275,000
HR Safety	4,418	2,523	7,400	7,200	7,549	7,624	7,700	7,700	7,800
Total Internal Allocation In	44,365	286,591	284,260	295,625	308,928	311,348	311,836	312,256	312,783
Add back Revenue	(545,465)	(449,488)	(462,935)	(441,464)	(481,485)	(481,335)	(481,335)	(481,335)	(481,335)
Total Operating Expense	4,471,126	4,830,853	4,979,058	5,358,107	5,662,055	5,710,705	5,839,781	5,972,441	6,108,996

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operation Expense	3,925,661	4,381,365	4,516,123	4,916,643	5,180,570	5,229,370	5,358,446	5,491,106	5,627,661
Cost per capita	119.40	133.27	137.36	149.55	157.57	159.06	162.98	167.02	171.17
% of property tax	15.28%	16.63%	15.92%	17.36%	17.16%	16.66%	16.41%	16.17%	15.94%

Change 2016 forecast to 2017 budget	
$ change	263,927
% change	5.37%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases IAFF 2.5%	177,302	3.61%
Goods and Services-new protocols (naloxone), Fire Smart, increase ARFF training, air mask replacements	58,164	1.18%
Fire Station 202 training room maintenance, shelving	5,500	0.11%
IT - Implement FDM software	8,210	0.17%
Amortization	49,403	1.00%

Fire Services - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Communications	10,192	14,346	14,037	9,850	14,000	14,000	14,000	14,000	14,000
Depreciation	47,326	46,250	20,000	20,000	69,403	17,470	17,470	17,470	17,470
Emergency Training Centre -	708	20,029	21,250	20,900	22,000	22,000	22,000	22,000	22,000
Incidental Fire Expenses	2,488	4,332	2,625	4,500	5,000	5,000	5,000	5,000	5,000
General	4,170,988	4,270,259	4,495,941	4,844,374	5,025,447	5,144,360	5,266,860	5,392,423	5,521,125
PEP Building	4,000	3,426	4,000	-	4,500	4,500	4,500	4,500	4,500
Prevention	8,930	9,840	10,645	12,111	49,000	22,000	22,000	22,000	22,000
Programs	63,999	44,049	57,750	60,550	62,000	67,200	72,920	79,212	86,133
Uniform & Safety Equipment	79,596	77,837	64,105	73,072	76,376	77,426	77,794	78,180	78,585
Fire Hall 1	4,988	7,166	5,670	5,625	5,900	5,900	5,900	5,900	5,900
Fire Hall 2	4,071	2,880	3,775	4,000	9,500	9,500	9,500	9,500	9,500
	4,395,871	4,500,412	4,699,798	5,054,982	5,343,127	5,389,356	5,517,944	5,650,185	5,786,213
Recoveries	(514,575)	(405,639)	(467,935)	(433,964)	(471,485)	(471,335)	(471,335)	(471,335)	(471,335)
Net Operating Expense	3,881,296	4,094,773	4,231,863	4,621,018	4,871,642	4,918,021	5,046,609	5,178,850	5,314,878

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Fire Hose Replacement Program	12,000	12,800	12,800	-	-
Protective Clothing	27,000	27,541	28,093	28,656	29,230
Fire Helmet Replacement Program	6,000	6,120	6,243	6,368	6,496
Training Grounds Upgrade	5,000	5,000	5,000	5,000	5,000
Rescue Equipment	10,000	15,000	15,000	15,000	-
Breathing apparatus replacement	12,000	7,000	7,000	7,000	7,000
Fire Services - Aircraft Crash Rescue Equipment	10,000	-	-	-	-
Classroom Furnishings/Audio Visual	10,000	10,000	10,000	10,000	10,000
	92,000	83,461	84,136	72,024	57,726

RCMP - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	75,822	107,282	71,905	91,591	97,314	93,816	96,349	98,885	101,354
Policing Agreement	6,078,713	6,500,799	7,008,363	6,984,363	7,205,141	7,721,038	8,086,386	8,404,045	8,631,662
Salaries and Benefits	1,612,439	1,615,214	1,620,640	1,612,407	1,665,938	1,699,251	1,699,251	1,699,251	1,699,251
Total Operating Expense	7,766,973	8,223,295	8,700,908	8,688,361	8,968,393	9,514,105	9,881,986	10,202,181	10,432,267
Revenue	(607,053)	(607,424)	(470,978)	(464,126)	(463,258)	(451,091)	(443,953)	(436,841)	(439,759)
Net Operating Expense	7,159,920	7,615,871	8,229,930	8,224,235	8,505,135	9,063,014	9,438,033	9,765,340	9,992,508
Internal Allocations In									
Finance - procurement	57	1,096	-	-	-	-	-	-	-
HR - training/dues	95	1,381	3,800	1,900	4,000	4,060	4,121	4,183	4,245
Fleet	11,679	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Safety	490	3,740	5,162	4,900	2,550	2,576	2,602	5,162	4,800
Total Internal Allocation In	12,321	17,217	19,962	17,800	17,550	17,636	17,722	20,345	20,045
Add back Revenues	(607,053)	(607,424)	(470,978)	(464,126)	(463,258)	(451,091)	(443,953)	(436,841)	(439,759)
Total Operating Expense	7,779,294	8,240,512	8,720,870	8,706,161	8,985,943	9,531,741	9,899,708	10,222,526	10,452,312

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operation Expense	7,172,241	7,633,088	8,249,892	8,242,035	8,522,685	9,080,650	9,455,755	9,785,685	10,012,553
Cost per capita	218.15	232.17	250.93	250.69	259.23	276.20	287.61	297.65	304.55
% of property tax	27.91%	28.98%	29.08%	29.10%	28.23%	28.92%	28.96%	28.82%	28.35%

Change 2016 forecast to 2017 budget	
$ change	280,650
% change	3.41%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	53,531	0.65%
Policing Agreement	220,778	2.68%
Goods and services	5,723	0.07%
Training	2,100	0.03%

RCMP - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
RCMP - General	5,298	4,884	3,000	3,000	3,000	3,000	3,025	3,050	3,000
RCMP - Crime Prevention	11,908	45,360	28,500	17,000	21,700	21,777	21,855	21,933	22,013
RCMP - Victim services	2,575	1,881	-	1,500	1,200	1,212	1,224	1,236	1,249
RCMP - Prisoner expense	61,995	55,077	40,905	46,341	41,664	42,077	42,495	42,916	43,342
RCMP - Policing agreement	6,078,713	6,500,799	7,008,363	7,008,363	7,235,141	7,747,038	8,114,386	8,434,045	8,663,662
Salaries and Benefits	1,603,187	1,601,653	1,620,140	1,612,157	1,665,688	1,699,001	1,699,001	1,699,001	1,699,001
	7,763,676	8,209,654	8,700,908	8,688,361	8,968,393	9,514,105	9,881,986	10,202,181	10,432,267
RCMP - recoveries	(603,756)	(593,783)	(470,978)	(464,126)	(463,258)	(451,091)	(443,953)	(436,841)	(439,759)
	7,159,920	7,615,871	8,229,930	8,224,235	8,505,135	9,063,014	9,438,033	9,765,340	9,992,508

Transportation Services Segment

Transportation Services Segment Summary

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue									
Fleet Recoveries	(1,537,128)	(1,568,032)	(1,865,400)	(1,900,400)	(1,914,400)	(1,915,340)	(1,916,299)	(1,917,277)	(1,918,274)
Roads and Maintenance	(3,729)	(4,743)	(8,500)	(8,500)	0	0	0	0	0
Transit	(619,323)	(632,268)	(609,520)	(569,332)	(585,115)	(586,115)	(587,215)	(588,315)	(589,515)
	(2,160,180)	(2,205,043)	(2,483,420)	(2,478,232)	(2,499,515)	(2,501,455)	(2,503,514)	(2,505,592)	(2,507,789)
Expenses									
Fleet	1,438,911	1,610,436	1,844,206	1,821,676	1,858,217	1,851,646	1,861,192	1,870,928	1,880,858
General	482,498	246,660	117,786	119,549	87,861	87,912	88,125	88,172	87,737
Roads and Maintenance	1,399,600	1,531,982	1,511,097	1,491,770	1,481,009	1,500,057	1,512,349	1,524,888	1,537,680
Storm Sewer	-	-	123,000	130,546	159,755	161,660	163,603	165,585	167,607
Street Lighting	193,286	191,567	141,000	116,110	151,000	162,756	175,560	189,513	204,720
Traffic Control	47,010	52,923	72,000	72,737	72,501	75,011	77,630	80,366	83,226
Transit	1,528,516	1,608,825	1,679,690	1,679,589	1,732,597	1,855,910	1,959,947	2,090,195	2,199,447
	5,089,820	5,242,393	5,488,780	5,431,976	5,542,940	5,694,952	5,838,407	6,009,647	6,161,274
	2,929,640	3,037,350	3,005,359	2,953,744	3,043,425	3,193,497	3,334,893	3,504,056	3,653,485
Cost per Capita	89.11	92.39	91.41	89.84	92.57	97.13	101.44	106.58	111.13
% of Property Taxes	11.40%	11.53%	10.59%	10.43%	10.08%	10.17%	10.21%	10.32%	10.35%

Public Works - Fleet

Public Works Fleet - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	516,448	523,491	610,500	631,150	625,500	625,500	625,500	625,500	625,500
Fleet Internal Charges	275,444	264,894	357,900	357,150	372,500	372,500	372,500	372,500	372,500
Fuel	305,643	300,296	310,000	300,000	310,000	310,000	310,000	310,000	310,000
Insurance	65,623	70,564	75,000	70,000	75,000	75,000	75,000	75,000	75,000
Amortization	345,997	410,078	523,488	520,000	530,000	530,000	530,000	530,000	530,000
Salaries and Benefits	471,165	490,020	532,915	525,000	545,340	533,218	542,203	551,367	560,714
Operating Expense	1,980,321	2,059,342	2,409,803	2,403,300	2,458,340	2,446,218	2,455,203	2,464,367	2,473,714
Recoveries	(1,537,128)	(1,568,032)	(1,865,400)	(1,900,400)	(1,914,400)	(1,915,340)	(1,916,299)	(1,917,277)	(1,918,274)
	443,192	491,311	544,403	502,900	543,940	530,878	538,904	547,090	555,440
Internal Allocations Out									
Building And License	8,992	11,100	16,500	16,500	19,250	19,250	19,250	19,250	19,250
Bylaw Enforcement	3,700	5,500	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Facilities and Recreation	11,000	11,000	-	-	-	-	-	-	-
Electric	89,436	41,250	44,000	44,000	44,000	44,000	44,000	44,000	44,000
Engineering Services	9,883	22,000	16,500	16,500	11,000	11,000	11,000	11,000	11,000
Facilities	20,308	11,000	49,400	48,500	48,500	48,500	48,500	48,500	48,500
Finance - Purchasing	298	-	3,500	3,500	3,000	3,000	3,000	3,000	3,000
Fire Services - General	28,063	272,250	260,000	275,000	275,000	275,000	275,000	275,000	275,000
Development Services	1,472	105	-	-	5,500	5,500	5,500	5,500	5,500
Human Resources	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Information Technology	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Mayor And Council	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Planning	1,472	-	-	-	-	-	-	-	-
Public Works - General	173,159	19,250	38,500	38,500	7,790	7,790	7,790	7,790	7,790
Public Works - Parks	119,231	16,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500
Roads and Maintenance	919	-	-	-	-	-	-	-	-
Public Works - Solid Waste Disposal	938	-	-	-	5,500	5,500	5,500	5,500	5,500
RCMP	11,679	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Recreation	3,977	-	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Sewer	16,993	11,000	25,500	25,500	42,295	42,295	42,295	42,295	42,295
Water	19,340	16,500	64,500	64,500	91,165	91,165	91,165	91,165	91,165
Total Internal Allocations Out	542,860	470,455	604,900	619,000	639,500	639,500	639,500	639,500	639,500
Internal Allocations In									
Operations	-	-	8,800	8,800	8,800	8,800	8,800	8,800	8,800
Finance - procurement	966	859	1,700	2,000	200	200	200	200	200
HR - training/dues	449	4,222	6,800	4,573	5,885	11,048	11,214	11,382	11,553
Information Technology	35	64	5,100	5,100	6,400	6,426	6,453	6,480	6,507
Roads and Maintenance	-	16,403	16,903	16,903	18,092	18,454	18,823	19,199	19,583
Total Internal Allocations In	1,450	21,549	39,303	37,376	39,377	44,928	45,489	46,061	46,644
Add back recoveries	(1,537,128)	(1,568,032)	(1,865,400)	(1,900,400)	(1,914,400)	(1,915,340)	(1,916,299)	(1,917,277)	(1,918,274)
Total Operating Expense	1,438,911	1,610,436	1,844,206	1,821,676	1,858,217	1,851,646	1,861,192	1,870,928	1,880,858

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	(98,217)	42,404	(21,194)	(78,724)	(56,183)	(63,694)	(55,107)	(46,349)	(37,417)
Cost per capita	- 2.99	1.29	- 0.64	- 2.39	- 1.71	- 1.94	- 1.68	- 1.41	- 1.14
% of property tax	-0.38%	0.16%	-0.07%	-0.28%	-0.19%	-0.20%	-0.17%	-0.14%	-0.11%

Change 2016 forecast to 2017 budget	
$ change	22,541
% change	-28.63%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	20,340	-25.84%

Our fleet consists of:
City Fleet Mobile Units – 138
City Fleet Small Equipment – 120
City Fire Dept – 18 licensed – 36 small equipment
City Generators – 20
RCMP Fleet - 33
RDOS Fleet – 20

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	16,344	16,344	-	-	-	-	-	-	-
Fleet	4,023	4,023	-	-	-	-	-	-	-
Salaries and Benefits	252,515	334,022	196,300	196,300	201,925	201,925	201,925	201,925	201,425
Operating Expense	272,882	354,389	196,300	196,300	201,925	201,925	201,925	201,925	201,425
Internal Allocations Out									
Electric	-	51,259	41,288	41,288	42,458	42,458	42,458	42,458	42,458
Engineering Services	-	17,086	14,292	14,292	14,697	14,697	14,697	14,697	14,697
Fleet	-	-	8,800	8,800	8,800	8,800	8,800	8,800	8,800
Roads and Maintenance	-	12,426	12,704	12,704	13,064	13,064	13,064	13,064	13,064
Solid Waste Disposal	-	7,766	7,940	7,940	8,165	8,165	8,165	8,165	8,165
Sewer	-	37,279	33,348	33,348	34,293	34,293	34,293	34,293	34,293
Water	-	29,513	25,408	25,408	26,128	26,128	26,128	26,128	26,128
Total Internal Allocations Out	-	155,329	143,780	143,780	147,605	147,605	147,605	147,605	147,605
Internal Allocations In									
Finance - procurement	509	1,123	1,700	4,075	100	100	100	100	100
HR - training/dues	7,623	8,566	2,950	6,154	6,850	3,096	3,142	3,189	3,237
Information Technology	5,047	3,042	5,940	2,300	2,300	5,940	5,940	5,940	5,940
Fleet	173,159	19,250	38,500	38,500	7,790	7,790	7,790	7,790	7,790
Safety	23,278	15,619	16,176	16,000	16,501	16,666	16,833	16,833	16,850
Total Internal Allocations In	209,616	47,600	65,266	67,029	33,541	33,592	33,805	33,852	33,917
Total Operating Expense	482,498	246,660	117,786	119,549	87,861	87,912	88,125	88,172	87,737

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cost per capita	14.68	7.50	3.58	3.64	2.67	2.67	2.68	2.68	2.67
% of property tax	1.88%	0.94%	0.42%	0.42%	0.29%	0.28%	0.27%	0.26%	0.25%

Change 2016 forecast to 2017 budget	
$ change	- 31,688
% change	-26.51%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Due to contractual labour increases	5,625	4.71%

Public Works Fleet - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Fleet Revenue	(1,294,274)	(1,456,677)	(1,561,400)	(1,581,400)	(1,592,400)	(1,592,400)	(1,592,400)	(1,592,400)	(1,592,400)
Fleet - Overhead	-	435,477	1,788,403	1,751,800	1,781,410	1,790,218	1,799,203	1,808,367	1,817,714
Public Works - Fleet - general	107,614	-	-	-	-	-	-	-	-
City Fleet - Fire - 1999 AMER-LA FR (Unit # E203)	22,704	17,950	-	-	-	-	-	-	-
City Fleet - Fire - 2006 AMER-LA FR (Unit # E202)	43,248	31,053	-	-	-	-	-	-	-
City Fleet - Fire - 2009 INTERNATIO 7600 (Unit # WT201)	18,810	17,025	-	-	-	-	-	-	-
City Fleet - Fire - 2001 AMER-LA FR (Unit # L202)	40,299	36,390	-	-	-	-	-	-	-
City Fleet - Fire - 2006 FORD EXPLORER (Unit # C202)	4,705	2,893	-	-	-	-	-	-	-
City Fleet - Fire - 2004 FORD F550 (Unit # R202)	23,888	20,905	-	-	-	-	-	-	-
City Fleet - Public Works - General - 2011 HYUNDAI HL757-9 (Unit # 57)	38,160	-	-	-	-	-	-	-	-
Fleet Recoveries	(222,160)	(1,643)	-	-	-	-	-	-	-
City Fleet - Fire - 2013 Spartan fire truck (Unit # E201)	8,831	(28)	-	-	-	-	-	-	-
City Hall	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Facilities & Recreation	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Information Technology	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Human Resources	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Development Services	1,472	105	-	-	5,500	5,500	5,500	5,500	5,500
RCMP	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Water	17,000	16,500	64,500	64,500	91,165	91,165	91,165	91,165	91,165
Public Works	33,000	19,250	38,500	38,500	7,790	7,790	7,790	7,790	7,790
Engineering	6,972	22,000	16,500	16,500	11,000	11,000	11,000	11,000	11,000
Waste Water	12,472	11,000	25,500	25,500	42,295	42,295	42,295	42,295	42,295
Finance - Logistics	298	-	3,500	3,500	3,000	3,000	3,000	3,000	3,000
Facilities	5,500	11,000	49,400	48,500	48,500	48,500	48,500	48,500	48,500
Bylaw	3,700	5,500	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Building	7,400	11,100	16,500	16,500	19,250	19,250	19,250	19,250	19,250
Public Works - Parks	22,000	16,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500
Public Works - Fleet	393,522	443,831	16,500	32,500	37,430	16,500	16,500	16,500	16,500
Electric	39,417	41,250	44,000	44,000	44,000	44,000	44,000	44,000	44,000
Solid Waste	-	-	-	-	5,500	5,500	5,500	5,500	5,500
Recoveries - Fleet	(46,693)	(49,677)	(44,000)	(44,000)	(47,000)	(47,940)	(48,899)	(49,877)	(50,874)
	- 668,117	- 304,295	544,403	502,900	543,940	530,878	538,904	547,090	555,440

In 2015 the City changed the accounting setup for the fleet department and this is why there are numbers in some account codes for only 2014 and 2015

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Fleet Future Capital Purchases	-	1,006,000	2,018,800	1,405,000	2,101,500
Parks Small Equipment	25,100	-	-	-	-
Garage Equipment Replacement	9,000	-	-	-	-
3/4 Ton pickup - 4WD to replace Unit 82	37,000	-	-	-	-
1/2 Ton pickup-4WD to replace unit 89	35,000	-	-	-	-
1/2 Ton pickup to replace unit 93	32,000	-	-	-	-
1/2 Ton pickup - 4WD to replace unit 95	35,000	-	-	-	-
Beach cleaner to replace unit 98	95,600	-	-	-	-
SUV to replace unit 117	30,000	-	-	-	-
1/2 Ton pickup to replace unit 123	32,000	-	-	-	-
Fire Van to replace unit F09	-	-	32,000	-	-
Fire Bush Truck deck upgrade	7,500	-	-	-	-
	338,200	1,006,000	2,050,800	1,405,000	2,101,500

Public Works – Roads and Maintenance

Roads and Maintenance - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Operations by Object									
Goods and Services	593,441	592,168	672,557	650,802	661,550	661,550	661,550	661,550	661,550
Fleet	250,512	252,831	263,507	268,343	266,550	266,550	266,550	266,550	266,550
Salaries and Benefits	521,671	991,408	1,003,890	1,016,248	1,038,531	1,059,302	1,080,488	1,102,097	1,124,139
Total Operating Expense	1,365,623	1,836,407	1,939,954	1,935,393	1,966,631	1,987,402	2,008,588	2,030,197	2,052,239
Recoveries	(3,729)	(4,743)	(8,500)	(8,500)	-	-	-	-	-
Net Operating Expense	1,361,894	1,831,664	1,931,454	1,926,893	1,966,631	1,987,402	2,008,588	2,030,197	2,052,239
Operations by Project									
Roads and Related Infrastructure	928,117	981,149	1,062,464	1,039,166	1,075,650	1,081,760	1,087,992	1,094,349	1,100,833
Sidewalks and Walkways	199,673	214,749	201,400	184,682	199,550	202,143	204,788	207,486	210,237
Storm Sewer Operations	116,065	86,958	123,000	130,546	118,350	119,427	120,526	121,646	122,789
Support Services	72,371	71,622	56,000	66,511	54,950	55,578	56,219	56,872	57,538
Salaries and Benefits	45,668	477,185	488,590	505,988	518,131	528,494	539,064	549,845	560,842
Net Operating Expense	1,361,894	1,831,664	1,931,454	1,926,893	1,966,631	1,987,402	2,008,588	2,030,197	2,052,239
Internal Allocations Out									
Storm Sewer	-	-	123,000	130,546	159,755	161,660	163,603	165,585	167,607
Cemetery	-	6,320	6,356	6,356	6,795	6,931	7,070	7,211	7,355
Fleet	-	16,403	16,903	16,903	18,092	18,454	18,823	19,199	19,583
Parks	-	12,279	12,712	12,712	13,591	13,863	14,140	14,423	14,711
Transit	-	8,614	8,870	8,869	9,496	9,686	9,880	10,077	10,279
Solid Waste Disposal	-	28,250	29,136	29,136	30,786	31,402	32,030	32,670	33,324
Sewer	-	139,141	141,309	141,309	148,726	151,701	154,735	157,829	160,986
Water	-	130,452	132,705	132,705	139,275	142,061	144,902	147,800	150,756
Total Internal Allocations Out	-	341,459	470,991	478,536	526,516	535,756	545,181	554,795	564,601
Internal Allocations In									
Operations	-	12,426	12,704	12,704	13,064	13,064	13,064	13,064	13,064
Electric - radios	8,956	9,493	11,400	10,539	11,400	11,717	12,043	12,378	12,723
Engineering Design	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Finance - Procurement	321	274	1,000	320	-	-	-	-	-
HR - training/dues	4,700	4,842	7,030	1,350	6,430	13,631	13,836	14,043	14,254
Total Internal Allocations In	33,977	37,035	42,134	34,913	40,894	48,412	48,943	49,485	50,041
Add back recoveries	(3,729)	(4,743)	(8,500)	(8,500)	-	-	-	-	-
Total Operating Expense	1,399,600	1,531,982	1,511,097	1,491,770	1,481,009	1,500,057	1,512,349	1,524,888	1,537,680
FTE		26	26	26	27				

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	1,395,871	1,527,239	1,502,597	1,483,270	1,481,009	1,500,057	1,512,349	1,524,888	1,537,680
Cost per capita	42.46	46.45	45.70	45.12	45.05	45.63	46.00	46.38	46.77
% of property tax	5.43%	5.80%	5.30%	5.24%	4.91%	4.78%	4.63%	4.49%	4.35%

Change 2016 forecast to 2017 budget	
$ change	(2,261)
% change	-0.15%

198 km of asphalt roadways
45 km of asphalt lanes
131 km of sidewalks
12.5 km of walkways
500 metres of public access stairways
88 km of storm pipe
2,150 storm catch basins

Roads and Maintenance - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Standby after hrs. call	10,872	9,958	12,000	12,000	12,200	12,444	12,693	12,947	13,206
Tools & Supplies	14,467	13,177	13,000	8,700	10,500	10,500	10,500	10,500	10,500
Yards Grounds	14,303	10,157	1,000	9,265	4,000	4,060	4,121	4,184	4,247
Sign and barricade construction	6,873	6,771	4,500	8,050	4,750	4,816	4,883	4,952	5,022
Safety Equipment	686	913	-	946	-	-	-	-	-
Vandalism	23,395	20,896	20,000	21,700	18,000	18,220	18,444	18,673	18,907
Emergency support	751	1,295	500	850	500	508	516	524	533
Subdivision and capital works callback	1,025	8,455	5,000	5,000	5,000	5,030	5,061	5,092	5,124
Lanes	57,550	63,735	63,000	53,850	64,100	64,313	64,530	64,752	64,978
Streets	467,469	461,227	503,000	490,227	506,500	509,258	512,071	514,941	517,867
Bridges	4,521	6,980	26,500	28,650	19,250	19,450	19,654	19,862	20,074
Parking Lots	16,634	16,007	18,500	21,079	29,900	30,222	30,550	30,885	31,227
Street scape	30,125	37,118	28,000	26,100	27,200	27,535	27,877	28,225	28,581
Street and sidewalk cleaning	183,557	187,432	183,464	195,160	188,200	189,512	190,850	192,215	193,608
Traffic control	168,261	208,650	240,000	224,100	240,500	241,470	242,459	243,469	244,498
Sidewalks	178,894	195,770	183,900	161,192	180,050	182,351	184,698	187,092	189,534
Walkways	20,779	18,980	17,500	23,490	19,500	19,792	20,090	20,394	20,704
Drainage Storm Sewer	116,065	86,958	123,000	130,546	118,350	119,427	120,526	121,646	122,789
Unallocated salaries and benefits	45,668	477,185	488,590	505,988	518,131	528,494	539,064	549,845	560,842
	1,361,894	1,831,664	1,931,454	1,926,893	1,966,631	1,987,402	2,008,588	2,030,197	2,052,239

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Street and lane construction - Banners	12,000	12,000	12,000	12,000	12,000
Traffic Control Box Wraps	5,000	-	-	-	-
Christmas Decorations - D/T Core	-	5,000	50,000	5,000	5,000
Bridge Upgrades	-	20,000	20,000	20,000	20,000
Waste and Recycling Receptacles	20,000	20,000	20,000	-	-
	37,000	57,000	102,000	37,000	37,000

Public Works – Street Lighting

Street Lighting - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Operations by Object									
Goods and Services	152,962	155,160	140,158	116,110	147,771	159,464	172,205	186,092	201,233
Fleet	6,403	5,961	201	-	100	100	100	100	100
Salaries and benefits	33,922	30,445	641	-	3,129	3,192	3,255	3,321	3,387
Net Operating Expense	193,286	191,567	141,000	116,110	151,000	162,756	175,560	189,513	204,720
Operations by Project									
Vandalism	1,482	2,375	3,500	110	3,500	3,576	3,653	3,732	3,813
City Parking Lots	508	536	500	-	500	510	520	531	542
Light Standard Condition Assessment	-	-	15,000	1,000	15,000	15,450	15,914	16,391	16,883
Repairs	13,476	16,931	22,000	15,000	22,000	22,660	23,340	24,040	24,761
Electricity	139,900	140,000	100,000	100,000	110,000	120,560	132,134	144,819	158,721
Total Operating Expense	193,286	191,567	141,000	116,110	151,000	162,756	175,560	189,513	204,720

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Forecast	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cost per capita	5.88	5.83	4.29	3.53	4.59	4.95	5.34	5.76	6.23
% of property tax	0.75%	0.73%	0.50%	0.41%	0.50%	0.52%	0.54%	0.56%	0.58%

Change 2016 forecast to 2017 budget	
$ change	34,890
% change	30.05%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	2,488	2.14%
Light Standard Condition Assessment	14,000	12.06%

3,204 street lights
1,465 on steel standards
1,739 mounted on power poles

Street Lighting - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Relamp Fixtures	37,921	31,724	-	-	-	-	-	-	-
Vandalism	1,482	2,375	3,500	110	3,500	3,576	3,653	3,732	3,813
City Parking Lots	508	536	500	-	500	510	520	531	542
Light Standard Condition Assessment	-	-	15,000	1,000	15,000	15,450	15,914	16,391	16,883
Repairs	13,476	16,931	22,000	15,000	22,000	22,660	23,340	24,040	24,761
Electricity	139,900	140,000	100,000	100,000	110,000	120,560	132,134	144,819	158,721
Total Expenses	193,286	191,567	141,000	116,110	151,000	162,756	175,560	189,513	204,720

Street Lighting - Capital Budget

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Street lighting - New Additions	10,000	10,240	10,487	10,740	11,001
Street lighting - Replacement Program	20,000	20,420	20,852	21,295	21,751
Street lighting - LED Conversion Program	-	14,674	13,038	11,945	10,063
	30,000	45,334	44,377	43,981	42,815

Traffic Control - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Operations by Object									
Goods and Services	23,727	16,994	59,551	49,493	70,646	73,128	75,720	78,428	81,258
Fleet	382	1,185	2,065	2,021	488	488	488	488	488
Salaries and benefits	22,901	34,744	10,383	21,223	1,367	1,394	1,422	1,451	1,480
Total Operating Expense	47,010	52,923	72,000	72,737	72,501	75,011	77,630	80,366	83,226
Operations by Project									
Annual Condition Assessment	9,352	8,969	17,400	17,400	17,400	17,922	18,460	19,013	19,584
Provincial Cost Sharing	5,483	5,383	6,500	6,048	6,500	6,695	6,896	7,103	7,316
Vandalism/Hit & Run Damage	636	2,271	2,000	2,289	2,000	2,045	2,091	2,138	2,186
Traffic Control Electricity	3,600	5,299	5,000	5,000	5,500	6,028	6,607	7,241	7,936
Repairs	27,939	31,001	41,100	42,000	41,101	42,321	43,577	44,871	46,204
Total Operating Expense	47,010	52,923	72,000	72,737	72,501	75,011	77,630	80,366	83,226

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Forecast	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cost per capita	1.43	1.61	2.19	2.21	2.21	2.28	2.36	2.44	2.53
% of property tax	0.18%	0.20%	0.25%	0.26%	0.24%	0.24%	0.24%	0.24%	0.24%

Change 2016 forecast to 2017 budget

$ change	- 236
% change	-0.32%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Labour	- 19,856	-27.30%
Goods and Services	21,153	29.08%

36 full traffic signals
7 pedestrain activated half-signals
3 pedestrian crossing signals

Traffic Control - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Annual Condition Assessment	9,352	8,969	17,400	17,400	17,400	17,922	18,460	19,013	19,584
Provincial Cost Sharing	5,483	5,383	6,500	6,048	6,500	6,695	6,896	7,103	7,316
Vandalism/Hit & Run Damage	636	2,271	2,000	2,289	2,000	2,045	2,091	2,138	2,186
Traffic Control Electricity	3,600	5,299	5,000	5,000	5,500	6,028	6,607	7,241	7,936
Repairs	22,159	23,790	41,100	42,000	41,101	42,321	43,577	44,871	46,204
Salaries and Benefits	5,780	7,211	-	-	-	-	-	-	-
Total Expenses	47,010	52,923	72,000	72,737	72,501	75,011	77,630	80,366	83,226

Traffic Control - Capital Budget

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Traffic signalization - Upgrade Controllers and Loop Detectors	30,000	63,000	66,150	69,458	72,930
Traffic signalization - Audible Signals	-	25,491	17,285	11,174	23,692
Traffic signalization - UPS Installations	18,000	18,900	19,845	20,837	-
Traffic Lights - Standard Replacements	20,000	-	-	-	100,001
Traffic Signals - New Traffic Detection Devices	60,000	63,000	66,150	69,458	72,930
Traffic Signals - LED replacement	13,624	14,305	15,020	15,771	16,560
	141,624	184,696	184,450	186,698	286,113

Public Works - Transit

Transit - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	24,234	23,765	31,150	24,294	38,940	28,140	28,900	29,680	30,510
Contract - Municipal Share	1,492,707	1,568,813	1,621,785	1,625,683	1,663,007	1,796,500	1,899,152	2,027,991	2,135,754
Fleet	373	1,233	1,565	1,056	1,086	1,108	1,141	1,164	1,182
Salaries and benefits	11,201	6,400	16,320	19,687	20,068	20,476	20,874	21,283	21,722
Total Operating Expense	1,528,516	1,600,211	1,670,820	1,670,720	1,723,101	1,846,224	1,950,067	2,080,118	2,189,168
Revenue	(619,323)	(632,268)	(609,520)	(569,332)	(585,115)	(586,115)	(587,215)	(588,315)	(589,515)
Net Operating Expense	909,192	967,943	1,061,300	1,101,388	1,137,986	1,260,109	1,362,852	1,491,803	1,599,653
Internal Allocations In									
Roads and Maintenance	-	8,614	8,870	8,869	9,496	9,686	9,880	10,077	10,279
Add Back revenue	(619,323)	(632,268)	(609,520)	(569,332)	(585,115)	(586,115)	(587,215)	(588,315)	(589,515)
Total Operating Expense	1,528,516	1,608,825	1,679,690	1,679,589	1,732,597	1,855,910	1,959,947	2,090,195	2,199,447

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Forecast	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	909,192	976,557	1,070,170	1,110,257	1,147,482	1,269,795	1,372,732	1,501,880	1,609,932
Cost per capita	27.65	29.70	32.55	33.77	34.90	38.62	41.75	45.68	48.97
% of property tax	3.54%	3.71%	3.77%	3.92%	3.80%	4.04%	4.20%	4.42%	4.56%
Conventional Transit									
Total Cost per ride	5.65	5.93	6.06	6.06	6.18	6.02	6.15	6.36	6.60
Municipal Cost per ride	2.07	2.19	2.23	2.23	2.30	2.28	2.41	2.57	2.75
Passenger Count	436,663	420,614	420,614	420,614	420,614	444,014	451,814	-	-
Custom Transit									
Total Cost per ride	8.36	13.42	15.01	15.01	14.03	14.34	14.68	15.03	15.42
Municipal Cost per ride	2.72	4.55	5.06	5.06	4.76	4.93	5.12	5.33	5.57
Passenger Count	34,572	23,212	23,616	23,616	25,646	25,646	25,646	-	-

Change 2016 forecast to 2017 budget	
$ change	37,225
% change	3.35%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	381	0.03%
Contract	37,324	3.36%

2017 same service level as 2016, increase reflects change to City BC Transit Contract and smoothing of lease fees

Conventional Transit
8 buses in service
5 routes Monday to Saturday, 1 night route and 1 Sunday route
22,832 hours of service
420,614 rides
Funding: City 38%, BC Transit 43%, Fares 19%
2017 status quo level of service
2018 add 2 trips per day M-F Penticton to Kelowna
2019 - 2021 status quo

Custom Transit
3 buses in service including 1 spare
Door to door service for people with disabilities, no set route
3,984 hours of service
23,212 rides
Funding: City 34%, BC Transit 60%, Fares 6%
2017-2021 status quo level of service

Transit - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Electricity	2,857	2,857	3,000	3,000	3,290	3,600	3,950	4,330	4,740
Maintenance Bus Shelters & Benches	29,335	24,493	42,435	38,051	52,704	41,984	42,785	43,577	44,414
Municipal Expense	1,492,754	1,568,813	1,621,785	1,625,683	1,663,007	1,796,500	1,899,152	2,027,991	2,135,754
Taxi Supplements	-	87	500	100	200	200	200	200	200
Coin Processing	3,569	3,960	3,100	3,885	3,900	3,940	3,980	4,020	4,060
Total Expenses	1,528,516	1,600,211	1,670,820	1,670,720	1,723,101	1,846,224	1,950,067	2,080,118	2,189,168
Recoveries	(619,323)	(621,818)	(609,520)	(569,332)	(585,115)	(586,115)	(587,215)	(588,315)	(589,515)
Net Operating Expenses	909,192	978,393	1,061,300	1,101,388	1,137,986	1,260,109	1,362,852	1,491,803	1,599,653

Conventional 2018 addition of 2 trips/day M-F Penticton to West Kelowna, City pays 75%
Increases due to fuel, inflation and lease rate smoothing

Environmental Development Segment

Environmental Development Services Summary

Revenue Summary	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Development Engineering	-	-	-	(43,000)	(71,000)	(71,100)	(71,201)	(71,304)	(71,408)
Economent Development	(1,036)	(95,116)	-	(58,583)	-	-	-	-	-
Land Management	(923,218)	(733,832)	(1,161,850)	(1,058,104)	(1,389,964)	(1,401,774)	(1,413,763)	(1,425,934)	(1,437,230)
Climate Action Reporting Grant	-	-	-	-	(43,000)	(43,000)	(43,000)	(43,000)	(43,000)
Planning	(95,374)	(131,373)	(97,000)	(184,691)	(126,000)	(99,000)	(99,000)	(104,000)	(62,000)
	(1,019,628)	(960,322)	(1,258,850)	(1,344,378)	(1,629,964)	(1,614,874)	(1,626,965)	(1,644,238)	(1,613,638)
Expenditure Summary									
Development Services	347,179	313,682	440,569	453,328	715,913	659,008	659,122	659,238	641,856
Engineering	250,789	149,106	144,592	160,341	139,995	148,433	159,078	169,935	181,006
Land Management	209,647	189,203	377,880	328,127	417,780	374,103	386,080	399,171	413,482
Planning	661,216	630,392	715,347	569,655	762,229	709,514	713,611	717,820	722,144
Economic Development	322,391	1,221,236	816,915	699,522	668,661	715,797	715,840	715,883	715,927
Tourism	297,798	354,000	354,000	354,000	354,000	300,000	300,000	300,000	300,000
	2,089,021	2,857,619	2,849,303	2,564,974	3,058,578	2,906,854	2,933,731	2,962,046	2,974,415
Net Operating expense	1,069,393	1,897,297	1,590,453	1,220,595	1,428,614	1,291,980	1,306,766	1,317,808	1,360,777
Cost Per Capita	32.53	57.71	48.38	37.13	43.45	39.30	39.75	40.08	41.39
% of Property Taxes	4.16%	7.20%	5.61%	4.31%	4.73%	4.12%	4.00%	3.88%	3.85%

Economic Development & Tourism

Economic Development & Tourism - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Projects	157,238	991,969	248,600	270,000	190,000	190,000	190,000	190,000	190,000
Small Business Development	36,090	40,713	180,000	161,000	80,000	130,000	130,000	130,000	130,000
Legal	2,169	45,159	-	-	-	-	-	-	-
Salaries and benefits	121,555	139,659	383,815	265,000	385,300	385,300	385,300	385,300	385,300
	317,052	1,217,500	812,415	696,000	655,300	705,300	705,300	705,300	705,300
Labour Market Partner Agreement	-	(32,108)	-	(35,527)	-	-	-	-	-
Recoveries	(1,036)	(63,009)	-	(23,056)	-	-	-	-	-
Net Operating Expense	316,016	1,122,384	812,415	637,417	655,300	705,300	705,300	705,300	705,300
Internal Allocations In									
Communications	-	-	-	-	6,000	6,000	6,000	6,000	6,000
Procurement	-	3,125	3,200	1,250	200	200	200	200	200
HR - training/dues	5,339	610	1,300	2,272	7,161	4,297	4,340	4,383	4,427
Total Internal Allocations In	5,339	3,735	4,500	3,522	13,361	10,497	10,540	10,583	10,627
Add Back Revenue	(1,036)	(95,116)	-	(58,583)	-	-	-	-	-
Total Operating Expense	322,391	1,221,236	816,915	699,522	668,661	715,797	715,840	715,883	715,927

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	321,356	1,126,119	816,915	640,939	668,661	715,797	715,840	715,883	715,927
Cost per capita	9.77	34.25	24.85	19.50	20.34	21.77	21.77	21.77	21.78
% of property tax	1.25%	4.28%	2.88%	2.26%	2.21%	2.28%	2.19%	2.11%	2.03%

Change 2016 forecast to 2017 budget	
$ change	27,722
% change	4.33%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change	
Communications	6,000	0.94%	
2016 Grant Funding	58,583	9.14%	
Conference and training	4,889	0.76%	Increased use of conferences for sales events

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Tourism Funding	297,798	354,000	354,000	354,000	354,000	300,000	300,000	300,000	300,000
Cost per capita	9.06	10.77	10.77	10.77	10.77	9.12	9.12	9.12	9.12
% of property tax	1.16%	1.34%	1.25%	1.25%	1.17%	0.96%	0.92%	0.88%	0.85%

Economic Development & Tourism - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Economic Development									
Special Programs	49,366	301,372	104,000	100,000	-	-	-	-	-
Small bus development	35,877	40,713	105,000	161,000	80,000	130,000	130,000	130,000	130,000
Promo material-commun	35,607	46,966	75,000	2,000	1,500	1,500	1,500	1,500	1,500
Office supplies	43	239	-	-	-	-	-	-	-
Auto & mileage	1,497	1,271	1,600	-	-	-	-	-	-
Miscellaneous	126	98,294	5,821	18,000	-	-	-	-	-
Major Projects	4,465	5,494	0	28,000	188,500	188,500	188,500	188,500	188,500
Challenge Roth event	1,000	-	-	-	-	-	-	-	-
Home Base Penticton	30,043	-	-	-	-	-	-	-	-
Virtual	-	54,613	80,000	80,000	-	-	-	-	-
Biking	-	34,253	30,000	22,000	-	-	-	-	-
Event Sport Tourism	-	64,661	15,000	13,500	-	-	-	-	-
Labour market partnership agreement	-	3,938	- 10,700	- 36,027	-	-	-	-	-
Tourism - external consultants	-	-	12,179	18,921	-	-	-	-	-
Gateway Casino	-	56,890	-	- 1,477	-	-	-	-	-
Scotties Tournament of Hearts	-	-	-	1,500	-	-	-	-	-
Salaries and wages	137,617	138,680	383,815	230,000	385,300	385,300	385,300	385,300	385,300
	295,640	847,384	801,715	637,417	655,300	705,300	705,300	705,300	705,300
Tourism									
Tourism Penticton Contract	296,762	354,000	354,000	354,000	354,000	300,000	300,000	300,000	300,000
Total Economic Development & Tourism	592,402	1,201,384	1,155,715	991,417	1,009,300	1,005,300	1,005,300	1,005,300	1,005,300

Development Services

Development Services - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	14,938	10,563	57,360	28,557	82,500	32,500	32,500	32,500	15,000
Legal	524	2,127	-	-	-	-	-	-	-
Carmi Landfill Monitoring	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Salaries and benefits	113,391	62,712	286,279	332,569	291,088	292,275	292,275	292,275	292,275
Total Operating Expense	133,853	80,401	348,639	366,126	378,588	329,775	329,775	329,775	312,275
Development Cost Charges	(527,765)	(115,690)	-	(138,210)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Net Operating Expense	(393,913)	(35,288)	348,639	227,916	178,588	129,775	129,775	129,775	112,275
Transfer to DCC Reserve	527,765	115,690	-	138,210	200,000	200,000	200,000	200,000	200,000
Internal Allocations Out									
Planning	-	-	-	4,377	-	-	-	-	-
Total Internal Allocations Out	-	-	-	4,377	-	-	-	-	-
Internal Allocations In									
Revenue									
Development Engineering Fees	- -	191	-	(43,000)	(71,000)	(71,100)	(71,201)	(71,304)	(71,408)
Corporate Services	89,056	41,162	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Communications	-	-	-	-	10,000	10,000	10,000	10,000	10,000
Development Engineering Expense	97,657	172,107	-	-	229,298	221,064	221,064	221,064	221,064
Finance - Procurement	10,607	9,413	11,000	10,750	10,000	10,000	10,000	10,000	10,000
HR - training/dues	5,555	4,413	5,400	5,300	5,627	5,711	5,797	5,884	5,972
Information Technology	8,979	6,081	5,530	5,530	6,900	6,958	6,986	7,015	7,045
Fleet	1,472	105	-	-	5,500	5,500	5,500	5,500	5,500
Total Internal Allocations In	213,327	233,281	91,930	91,580	337,325	329,233	329,347	329,463	329,581
Add back recoveries	-	-	-	(43,000)	(71,000)	(71,100)	(71,201)	(71,304)	(71,408)
Total Operating Expense	347,179	313,682	440,569	453,328	715,913	659,008	659,122	659,238	641,856

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	347,179	313,682	440,569	410,328	644,913	587,908	587,921	587,934	570,449
Cost per capita	10.56	9.54	13.40	12.48	19.62	17.88	17.88	17.88	17.35
% of property tax	1.35%	1.19%	1.55%	1.45%	2.14%	1.87%	1.80%	1.73%	1.62%

Change 2016 forecast to 2017 budget	
$ change	234,584
% change	57.17%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change	
Mapping Project	50,000	12.19%	
New Construction Inspector	63,000	15.35%	Shared position with Public Works
Staff Vacancies in 2016	60,600	14.77%	

Land Management

Land Management - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	202,772	190,790	430,183	235,333	299,836	264,948	276,092	288,365	301,873
Legal	6,377	-	-	10,000	-	-	-	-	-
Salaries and benefits	498	144,456	141,647	164,641	211,344	201,707	201,707	201,707	201,707
Total Operating Expense	209,647	335,246	571,830	409,974	511,180	466,655	477,799	490,072	503,580
Revenue	(923,218)	(733,832)	(1,161,850)	(1,058,104)	(1,389,964)	(1,401,774)	(1,413,763)	(1,425,934)	(1,437,230)
Net Operating Surplus	(713,571)	(398,586)	(590,020)	(648,130)	(878,784)	(935,120)	(935,964)	(935,862)	(933,650)
Internal Allocations Out									
Planning	-	147,054	197,700	84,518	97,700	96,900	96,116	95,348	94,595
Total Internal Allocations Out	-	147,054	197,700	84,518	97,700	96,900	96,116	95,348	94,595
Internal Allocations In									
HR - training/dues	-	1,011	3,750	2,671	4,300	4,348	4,397	4,446	4,496
RCMP Building	-	-	-	-	-	-	-	-	-
Total Internal Allocations In	-	1,011	3,750	2,671	4,300	4,348	4,397	4,446	4,496
Add back Revenue	(923,218)	(733,832)	(1,161,850)	(1,058,104)	(1,389,964)	(1,401,774)	(1,413,763)	(1,425,934)	(1,437,230)
Total Operating Expense	209,647	189,203	377,880	328,127	417,780	374,103	386,080	399,171	413,482

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Surplus	(713,571)	(544,630)	(783,970)	(729,977)	(972,184)	(1,027,672)	(1,027,684)	(1,026,763)	(1,023,748)
Cost per capita	- 21.70	- 12.12	- 17.95	- 19.71	- 26.73	- 28.44	- 28.47	- 28.47	- 28.40
% of property tax	-2.78%	-2.07%	-2.76%	-2.58%	-3.22%	-3.27%	-3.15%	-3.02%	-2.90%

Change 2016 forecast to 2017 budget

$ change	- 242,207
% change	33.18%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	9,703	1.33%
Extension of Land assistant	37,000	5.07%

Land Management - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Planning									
Land Lease Costs	119,510	110,295	134,626	83,561	84,243	92,667	101,934	112,128	123,341
Land - Utilities	-	2,114	-	-	4,000	4,000	4,000	4,000	4,000
Goods and Services	31,354	21,866	30,000	72,912	63,359	63,359	63,359	63,359	63,359
630 Munson Mountain Road	-	4,243	-	-	-	-	-	-	-
Campbell Mountain Plan	-	-	-	-	45,000	-	-	-	-
Land Registration, Appraisals and Surveys	20,338	23,066	167,700	55,018	67,700	66,900	66,116	65,348	64,595
Salaries and Benefits	-	140,805	141,647	157,745	211,344	201,707	201,707	201,707	201,707
Revenue	(891,150)	(694,036)	(867,803)	(147,270)	(156,578)	(154,891)	(153,045)	(151,030)	(148,831)
Land Sales			(100,000)	(6,800)	-	-	-	-	-
Land Mgmt - City Leases			-	(544,374)	(661,276)	(668,707)	(676,267)	(683,957)	(691,780)
Land Mgmt - License to Use			-	(146,690)	(231,964)	(233,713)	(235,479)	(237,263)	(239,064)
Land Mgmt - Tenancy			-	(117,670)	(120,398)	(121,196)	(122,002)	(122,815)	(123,637)
Land Mgmt - Other			(41,000)	(61,458)	(63,000)	(63,000)	(63,000)	(63,000)	(63,000)
	(719,948)	(391,647)	(534,830)	(655,026)	(757,570)	(812,873)	(812,676)	(811,523)	(809,311)

Land Management - Capital Budget

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Land purchases	85,000	-	-	-	-
Land Sales	(2,500,000)	(200,000)	(200,000)	(200,000)	(200,000)
	(2,415,000)	(200,000)	(200,000)	(200,000)	(200,000)

Planning - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	7,080	19,422	19,000	14,033	20,000	15,000	15,000	15,000	15,000
Affordable Housing	-	10,000	50,000	63,000	15,000	-	-	-	-
Salaries and benefits	485,186	433,517	418,247	386,275	611,529	579,497	584,259	589,116	594,070
Urban Forestry Plan	-	10,395	12,000	-	-	-	-	-	-
Total Operating Expense	492,266	473,334	499,247	463,308	646,529	594,497	599,259	604,116	609,070
Revenue	(95,374)	(131,373)	(97,000)	(184,691)	(126,000)	(99,000)	(99,000)	(104,000)	(62,000)
CARIP Grant	-	-	-	-	(43,000)	(43,000)	(43,000)	(43,000)	(43,000)
Net Operating Expense	396,892	341,961	402,247	278,617	477,529	452,497	457,259	457,116	504,070
Internal Allocations In									
Land Management	103,693	147,054	197,700	84,518	97,700	96,900	96,116	95,348	94,595
Development Services	48,882	124	-	4,377	-	-	-	-	-
Engineering Design	10,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Finance - Procurement	700	255	1,200	650	200	200	200	200	200
HR - training/dues	5,675	4,626	7,200	6,802	7,800	7,917	8,036	8,156	8,279
Total Internal Allocations In	168,950	157,058	216,100	106,347	115,700	115,017	114,352	113,704	113,073
Add back Revenues	(95,374)	(131,373)	(97,000)	(184,691)	(169,000)	(142,000)	(142,000)	(147,000)	(105,000)
Total Operating Expense	661,216	630,392	715,347	569,655	762,229	709,514	713,611	717,820	722,144

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	565,842	499,019	618,347	384,964	593,229	567,514	571,611	570,820	617,144
Cost per capita	17.21	15.18	18.81	11.71	18.04	17.26	17.39	17.36	18.77
% of property tax	2.20%	1.89%	2.18%	1.36%	1.96%	1.81%	1.75%	1.68%	1.75%

Change 2016 forecast to 2017 budget	
$ change	208,265
% change	54.10%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change	
Contractual Labour increases	29,119	7.56%	Staff transition for retirement included
Manager of Special Projects new position	143,750	37.34%	
Sustainability Coordinator new shared position	22,385	5.81%	

170 +land use applications

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Public Notification	4,109	4,577	4,000	5,065	5,000	5,000	5,000	5,000	5,000
Policy Review	-	-	10,000	5,024	5,000	5,000	5,000	5,000	5,000
Affordable Housing	-	10,000	50,000	63,000	15,000	-	-	-	-
Climate action	1,099	14,443	5,000	4,570	32,385	5,000	5,000	5,000	5,000
Urban Forestry Plan	-	10,395	12,000	-	-	-	-	-	-
Vehicle Allowance	1,472								
Salaries and Wages	485,585	433,917	418,247	392,545	589,144	579,497	584,259	589,116	594,070
	492,266	473,333	499,247	470,204	646,529	594,497	599,259	604,116	609,070
Recoveries	(95,374)	(131,372)	(97,000)	(184,691)	(169,000)	(142,000)	(142,000)	(147,000)	(105,000)
Net Operating Expense by Project	396,892	341,961	402,247	285,513	477,529	452,497	457,259	457,116	504,070

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Official Community Plan	150,000	100,000	-	-	-

Engineering Services

Engineering - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	72,851	23,905	35,950	19,094	39,000	36,000	36,000	36,000	36,000
Legal	5,425	-	-	-	-	-	-	-	-
Salaries and Benefits	276,387	148,008	116,100	153,105	113,100	121,248	131,599	142,156	152,925
Net Operating Expense	354,664	171,912	152,050	172,199	152,100	157,248	167,599	178,156	188,925
Internal Allocations Out									
Electric	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Engineering Services	213,194	70,217	73,050	93,199	73,100	78,248	88,599	99,156	109,925
Planning	10,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Parks	10,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Roads and Maintenance	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Solid Waste Disposal	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sewer	35,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Water	35,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Total Internal Allocations Out	353,194	139,217	152,050	172,199	152,100	157,248	167,599	178,156	188,925
Internal Allocations In									
Corporate Administration	17,949	1,440	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Engineering Design	213,194	70,217	73,050	93,199	73,100	78,248	88,599	99,156	109,925
Operations	-	17,086	14,292	14,292	14,697	14,697	14,697	14,697	14,697
Communications	-	1,076	-	-	-	-	-	-	-
Finance - Procurement	1,292	2,138	4,200	3,100	200	200	200	200	200
HR - training/dues	7,001	2,454	11,550	8,250	14,998	18,268	18,542	18,821	19,102
Information Technology	-	-	-	-	1,000	1,020	1,040	1,061	1,082
Fleet	9,883	22,000	16,500	16,500	11,000	11,000	11,000	11,000	11,000
Total Internal Allocations In	249,320	116,411	144,592	160,341	139,995	148,433	159,078	169,935	181,006
Total Operating expense	250,789	149,106	144,592	160,341	139,995	148,433	159,078	169,935	181,006

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Forecast	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cost per capita	7.63	4.54	4.40	4.88	4.26	4.51	4.84	5.17	5.51
% of property tax	0.98%	0.57%	0.51%	0.57%	0.46%	0.47%	0.49%	0.50%	0.51%

Change 2016 forecast to 2017 budget	
$ change	(20,346)
% change	-13.38%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Engineering					
Pre-Design Engineering for Future Projects	-	20,000	20,000	20,000	20,000
Facilities					
Rainfall Monitoring - Budget - Gen Cap	-	14,000	14,000	-	-
Storm Drainage					
Storm Water Management - Liquid Waste Management Plan - Gen Cap Portion	-	50,000	50,000	50,000	50,000
Oxbow Drainage Improvements - Gen Cap Portion	-	30,000	30,000	30,000	30,000
Huth Ave. Storm Sewer Construction - Gen Cap Portion	-	-	-	577,000	-
Dawson Avenue Storm Upgrades - Gen Cap	-	-	-	-	860,000
Storm Master Drainage Plan	-	-	-	-	110,000
	-	80,000	80,000	657,000	1,050,000
Roads and Maintenance					
Transportation Master Plan Update	-	35,000	-	-	-
Transportation Master Plan	-	100,000	-	-	-
Pavement Condition Assessment	-	-	-	85,000	-
GIS Development & Support - Gen Cap Portion	-	10,000	10,000	10,000	10,000
Orchard Avenue Reconstruction - Gen Cap Portion	30,000	686,632	-	-	-
Orchard Avenue Reconstruction - DCC Portion	-	38,868	-	-	-
Lanes - Pavement Reconstruction - Gen Cap	-	25,000	75,000	75,000	75,000
Lanes - Pavement Reconstruction - LIA Portion	-	-	75,000	75,000	75,000
Timmins St Reconstruction - Scott Ave to Conklin Ave - Gen Cap Portion	564,000	-	-	-	-
Bird St & Pl, Haywood St, Gahan St Reconstruction - Gen Cap Portion	-	30,000	625,000	-	-
Comox Ave & Vernon Ave - Reconstruction - Gen Cap Portion	-	-	-	-	75,000
Lawrence St Storm Diversion - Gen Cap Portion	100,000	-	-	-	-
Aging Storm Sewer Infrastructure Replacement and Upgrades - Gen Cap Portion	-	-	-	-	35,000
Point Intersection Kinney & South Main - Re-Align Galt Avenue - Gen Cap Portion	15,000	-	-	540,000	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - Financing	-	-	1,500,000	-	-
Warrant Analysis - Intersection Signalization & Pedestrian Crossings - Gen Cap Portion	20,000	20,000	20,000	20,000	20,000
Pavement Management: Rehabilitation - Gen Cap Portion	-	-	300,000	-	300,000
Woodstock Road Reconstruction - Gen Cap Portion	150,000	200,000	200,000	200,000	-
Penticton Creek Master Plan	250,000	250,000	250,000	250,000	250,000
Penticton Creek Master Plan - Grant Funding	250,000	250,000	250,000	250,000	250,000
Intersection and Road Marking Improvements - Gen Cap Portion	42,500	40,000	40,000	40,000	40,000
Bike Network Plan	-	35,000	35,000	35,000	35,000
Sidewalks, Curbs and Gutter Projects	-	390,500	246,000	-	150,000
Traffic Calming Program	160,000	109,000	40,000	40,000	40,000
	1,581,500	2,220,000	3,666,000	1,620,000	1,355,000
Developer Contribution	- 55,000	-	-	-	-
Total Engineering General Capital	1,526,500	2,334,000	3,780,000	2,297,000	2,425,000

Recreation and Cultural Services Segment

Recreation and Culture Segment Summary

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue									
Recreation	(1,967,288)	(1,869,474)	(1,957,200)	(1,957,700)	(1,955,000)	(1,976,665)	(1,998,623)	(2,020,880)	(2,043,438)
Parks	(42,122)	(35,879)	(20,430)	(19,900)	-	-	-	-	-
Library	(208,497)	(175,371)	(298,161)	(244,066)	(245,812)	(245,812)	(250,312)	(250,312)	(235,312)
Library Grants	(106,015)	(125,012)	-	(10,900)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Museum and Archives	(34,311)	(90,450)	(56,000)	(42,800)	(36,800)	(48,000)	(48,000)	(48,000)	(48,000)
	(2,358,232)	(2,296,186)	(2,331,791)	(2,275,366)	(2,242,612)	(2,275,477)	(2,301,935)	(2,324,192)	(2,331,750)
Expenses									
Recreation	2,058,402	2,003,731	2,199,366	2,127,459	2,160,545	2,195,399	2,199,027	2,202,591	2,205,869
SOEC	1,289,887	1,050,687	1,244,088	1,244,438	1,133,187	1,138,853	1,144,547	1,150,270	1,156,021
Parks	2,011,157	1,907,759	2,095,421	1,929,287	2,018,841	2,052,845	2,087,681	2,123,847	2,156,041
Library	1,264,849	1,288,845	1,323,100	1,264,190	1,300,300	1,337,203	1,358,028	1,373,107	1,365,104
Museum and Archives	254,783	264,380	255,201	235,671	238,711	256,239	258,141	260,076	259,792
	6,879,078	6,515,402	7,117,177	6,801,045	6,851,584	6,980,539	7,047,425	7,109,891	7,142,827
Net Operating Expense	4,520,846	4,219,216	4,785,385	4,525,679	4,608,972	4,705,062	4,745,489	4,785,699	4,811,077
Cost Per Capita	137.51	128.33	145.55	137.65	140.19	143.11	144.34	145.56	146.34
% of Property Taxes	17.59%	16.02%	16.87%	15.98%	15.27%	14.99%	14.53%	14.09%	13.62%

Recreation

Recreation - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	312,781	241,252	329,400	306,500	300,500	302,335	303,178	304,030	304,890
Fleet	2,265	2,446	-	-	-	-	-	-	-
Salaries and benefits	1,722,385	1,728,924	1,816,255	1,771,709	1,804,302	1,834,102	1,836,461	1,838,850	1,841,268
Total Operating Expense	2,037,432	1,972,622	2,145,655	2,078,209	2,104,802	2,136,437	2,139,639	2,142,880	2,146,159
Recoveries	(1,967,288)	(1,869,474)	(1,957,200)	(1,957,700)	(1,955,000)	(1,976,665)	(1,998,623)	(2,020,880)	(2,043,438)
Net Operating Expense	70,144	103,148	188,455	120,509	149,802	159,772	141,016	122,000	102,720
Internal Allocations In									
Safety	4,948	7,241	10,311	9,700	10,518	10,623	10,730	10,730	10,400
Finance - Procurement	398	10,692	11,000	11,750	12,000	12,000	12,000	12,000	12,000
HR - training/dues	6,012	9,853	16,600	13,800	17,125	18,397	18,673	18,953	19,237
Information Technology	5,635	3,323	4,800	3,000	5,100	6,942	6,985	7,029	7,073
Fleet	3,977	-	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Internal Allocations In	20,970	31,109	53,711	49,250	55,743	58,962	59,388	59,711	59,710
Add Back Revenue	(1,967,288)	(1,869,474)	(1,957,200)	(1,957,700)	(1,955,000)	(1,976,665)	(1,998,623)	(2,020,880)	(2,043,438)
Total Operating Expense	2,058,402	2,003,731	2,199,366	2,127,459	2,160,545	2,195,399	2,199,027	2,202,591	2,205,869

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	91,114	134,257	242,166	169,759	205,545	218,734	200,404	181,712	162,431
Cost per capita	2.77	4.08	7.37	5.16	6.25	6.65	6.10	5.53	4.94
% of property tax	0.35%	0.51%	0.85%	0.60%	0.68%	0.70%	0.61%	0.54%	0.46%

Change 2016 forecast to 2017 budget	
$ change	35,786
% change	21.08%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	32,593	19.20%

1,400+ annual programs
500,000 vistors each year

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenses									
Recreation	449,116	463,065	540,485	496,939	485,425	492,648	492,648	492,648	492,648
Aquatics	844,165	811,602	896,200	903,700	941,766	958,061	958,233	958,406	958,581
Facility Rentals	59,362	53,480	60,600	62,300	58,800	59,380	59,972	60,575	61,191
Programs	405,045	402,523	449,670	443,570	447,111	454,088	455,962	457,854	459,765
Recreation General	89,435	63,582	108,700	81,700	81,700	82,260	82,826	83,397	83,974
Recreation	94,042	102,487	-	-	-	-	-	-	-
Recoveries - Recreation	96,267	75,882	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Expenses	2,037,431	1,972,622	2,145,655	2,078,209	2,104,802	2,136,437	2,139,639	2,142,880	2,146,159
Revenue									
Recreation	- 3,250.27	-	-	-	-	-	-	-	-
Aquatics	(823,215)	(735,710)	(824,500)	(832,000)	(846,000)	(854,460)	(863,005)	(871,635)	(880,351)
Facility Rentals	(587,744)	(628,339)	(635,200)	(656,200)	(637,500)	(647,420)	(657,516)	(667,791)	(678,249)
Programs	(355,232)	(337,371)	(364,500)	(341,500)	(343,500)	(346,715)	(349,962)	(353,242)	(356,554)
Recreation General	(82,255)	(74,786)	(33,000)	(28,000)	(28,000)	(28,070)	(28,141)	(28,212)	(28,284)
Recoveries - Recreation	(115,591)	(93,267)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Revenue	(1,967,288)	(1,869,474)	(1,957,200)	(1,957,700)	(1,955,000)	(1,976,665)	(1,998,623)	(2,020,880)	(2,043,438)
Net Operating Expense	70,144	103,148	188,455	120,509	149,802	159,772	141,016	122,000	102,720

SOEC - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Contract	1,289,660	1,049,995	1,236,288	1,236,288	1,133,187	1,138,853	1,144,547	1,150,270	1,156,021
Procurement Services	227	692	-	350	-	-	-	-	-
Equipment Repairs and Maintenance	-	-	7,800	7,800	-	-	-	-	-
Total Operating Expense	1,289,887	1,050,687	1,244,088	1,244,438	1,133,187	1,138,853	1,144,547	1,150,270	1,156,021
Cost per capita	39.23	31.96	37.84	37.85	34.47	34.64	34.81	34.99	35.16
% of property tax	3.89%	3.07%	3.61%	3.66%	3.20%	3.28%	3.36%	3.38%	3.38%

Public Works - Parks

Public Works Parks - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	308,149	280,730	278,628	244,865	260,305	260,305	260,305	260,305	260,305
Fleet	301,755	342,991	357,365	310,860	328,550	328,550	328,550	328,550	328,550
Salaries and Benefits	1,201,106	1,187,890	1,332,823	1,248,580	1,303,635	1,329,693	1,356,272	1,383,382	1,411,035
Total Operating Expense	1,811,010	1,811,611	1,968,816	1,804,305	1,892,490	1,918,548	1,945,127	1,972,237	1,999,890
Recoveries	(42,122)	(35,879)	(20,430)	(19,900)	-	-	-	-	-
Net Operating Expense	1,768,889	1,775,732	1,948,386	1,784,405	1,892,490	1,918,548	1,945,127	1,972,237	1,999,890
Internal Allocations Out									
Cemetery		9,808	10,557	10,500	11,233	11,458	11,687	11,921	12,159
Internal Allocations In									
Irrigation - sewer	-	-	-	-	30,000	33,900	38,985	44,833	46,000
Engineering Design	10,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Irrigation - water	55,000	55,000	55,000	55,000	31,325	34,041	36,879	39,841	42,935
Procurement	142	577	700	570	200	200	200	200	200
HR - training/dues	8,582	11,079	9,050	7,700	11,685	12,875	13,068	13,264	13,463
Fleet	119,231	16,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500
PW - Wage Allocation	-	12,279	12,712	12,712	13,591	13,863	14,140	14,423	14,711
HR - Safety	7,192	5,521	18,200	18,000	9,283	9,376	9,469	9,469	9,500
Total Internal Allocations In	200,147	105,955	137,162	135,482	137,584	145,755	154,242	163,531	168,310
Add Back Recoveries	- 42,122	- 35,879	- 20,430	- 19,900	-	-	-	-	-
Total Operating Expense	2,011,157	1,907,759	2,095,421	1,929,287	2,018,841	2,052,845	2,087,681	2,123,847	2,156,041

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	1,969,035	1,881,687	2,074,991	1,909,387	2,018,841	2,052,845	2,087,681	2,123,847	2,156,041
Cost per capita	59.89	57.23	63.11	58.08	61.41	62.44	63.50	64.60	65.58
% of property tax	7.66%	7.14%	7.31%	6.74%	6.69%	6.54%	6.39%	6.25%	6.11%

Change 2016 forecast to 2017 budget	
$ change	109,454
% change	5.73%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	55,055	2.88%

Public Works Parks - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Parks - General	345,043	311,111	412,951	323,875	324,320	330,578	336,962	343,473	350,115
A - Standard - Beaches	103,960	123,194	124,615	121,240	122,100	123,443	124,813	126,210	127,635
A - Standard - Parks	394,588	364,678	399,380	381,350	377,950	382,929	388,008	393,188	398,472
B - Standard - Beaches	35,831	55,107	49,250	37,850	39,350	39,815	40,289	40,773	41,267
B - Standard - Parks	116,010	118,379	132,150	116,000	127,750	129,485	131,255	133,060	134,901
Boulevards	151,289	192,370	173,325	172,600	190,850	193,297	195,793	198,339	200,936
C - Standard - Beaches	6,262	4,774	8,950	7,350	8,650	8,753	8,858	8,965	9,075
C - Standard - Parks	9,832	7,121	14,775	12,500	15,875	16,059	16,247	16,438	16,633
Natural Green Belts	10,080	15,568	8,740	14,150	14,230	14,426	14,626	14,830	15,038
Parking Lots	4,891	5,753	5,950	5,200	11,000	11,185	11,374	11,566	11,762
Parks City Owned Buildings	53,878	75,948	59,850	71,000	95,450	96,888	98,355	99,851	101,377
School District	4,660	10,021	17,950	13,200	15,050	15,264	15,482	15,705	15,932
Sports Fields	214,059	204,617	223,150	203,900	216,300	218,979	221,712	224,499	227,342
Trails	78,899	72,563	89,300	81,345	90,800	91,878	92,978	94,099	95,243
Undeveloped Lots	220	842	3,150	3,000	2,750	2,792	2,835	2,879	2,923
Parks - Tools and Equipment	4,327	3,160	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Parks - Garbage and Recycling	102,533	106,203	125,000	114,000	124,250	125,660	127,098	128,565	130,061
Parks - snow and ice control	45,955	43,967	53,000	44,000	53,000	53,740	54,495	55,265	56,050
Parks - wildlife control	20,382	19,123	26,100	19,100	20,500	20,580	20,662	20,745	20,830
Parks - porta toilets	4,086	4,543	6,000	5,975	6,000	6,000	6,000	6,000	6,000
Parks - fountains	3,151	2,069	3,000	1,975	2,050	2,082	2,115	2,148	2,182
Parks - other accounts	30,012	14,993	8,800	8,800	8,800	8,800	8,800	8,800	8,800
Public Works - Parks	20,719	22,859	-	22,465	22,465	22,914	23,373	23,840	24,317
Fleet	6,347								
Public Works - Parks - recoveries	1,874 -	3,231	-	530	-	-	-	-	-
	1,768,889	1,775,732	1,948,386	1,784,405	1,892,490	1,918,548	1,945,127	1,972,237	1,999,890

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The Parks department maintains:

365 Acres Open Space	25 Km of Trails/Walkways
75 Acres of Turf	5,000 Inventoried Trees
100 + Irrigation Systems	200 + Litter Receptacles
16 Sports Fields	70 + Pet Stands
6 Beaches (sand, buoys, raft	6 Off-Leash Dog Areas
2 Skate & 2 Water Parks	500 + Pieces of Furniture
9 Play Grounds	25,000 m2 Landscape
	140 Hanging Baskets

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Playground Surface Upgrades	20,000	-	-	-	-
Irrigation Upgrades	80,000	230,000	80,000	80,000	30,000
Tennis Court Upgrades	-	-	100,000	15,000	15,000
Small Projects	13,500	10,000	10,000	10,000	10,000
Beach Safety Audit	10,000	10,000	-	-	-
Tree Planting	20,000	30,000	30,000	20,000	20,000
Asphalt Pathway Upgrades	10,000	10,000	10,000	10,000	10,000
Wage Allocations	59,058	60,242	61,449	62,680	63,936
Bleacher/Table Replacement	12,000	250,000	332,000	250,000	262,000
Turf Grass Conversion	-	-	-	30,000	30,000
Leir House Landscape Design	-	-	-	-	50,000
	224,558	600,242	623,449	477,680	490,936

Library

Library - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	465,698	467,485	488,100	461,004	469,300	473,300	479,300	479,300	471,300
Salaries and benefits	799,152	821,360	835,000	803,186	831,000	863,903	878,728	893,807	893,804
Total Operating Expense	1,264,849	1,288,845	1,323,100	1,264,190	1,300,300	1,337,203	1,358,028	1,373,107	1,365,104
Recoveries	(208,497)	(175,371)	(298,161)	(244,066)	(245,812)	(245,812)	(250,312)	(250,312)	(235,312)
Grants	(106,015)	(125,012)	-	(10,900)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Net Operations	950,337	988,463	1,024,939	1,009,224	1,049,488	1,086,391	1,102,716	1,117,795	1,124,792
From/to Prior year surplus	59,157	37,176		15,715	(7,382)	(37,060)	(46,110)	(53,862)	(53,482)
Balance	1,009,494	1,025,639	1,024,939	1,024,939	1,042,106	1,049,331	1,056,606	1,063,933	1,071,310

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Operating Subsidy	1,009,494	1,025,639	1,024,939	1,024,939	1,042,106	1,049,331	1,056,606	1,063,933	1,071,310
Cost per capita	30.71	31.20	31.17	31.17	31.70	31.92	32.14	32.36	32.59
% of property tax	3.93%	3.89%	3.61%	3.62%	3.45%	3.34%	3.24%	3.13%	3.03%

Change 2016 forecast to 2017 budget	
$ change	17,167
% change	1.67%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	27,814	2.71%
Additional Subsidy starting in 2017	10,000	0.98%
Goods and Services	8,296	0.01

Library - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Library costs - postage & freight	3,871	3,695	4,000	4,049	4,000	4,000	4,000	4,000	4,000
Library costs - program support	3,430	4,355	5,000	3,243	4,000	4,000	5,000	5,000	4,000
Library costs - equipment maintenance	-	-	1,000	1,196	1,000	1,000	1,000	1,000	1,000
Library costs - equipment	1,938	3,328	7,000	9,980	5,000	7,000	7,000	7,000	5,000
Library costs - book binding	-	25	-	-	-	-	-	-	-
Library costs - building & admin costs	188,800	188,800	188,800	188,800	188,800	188,800	188,800	188,800	188,800
Library costs - ILS system maintenance	28,905	34,213	30,000	30,169	25,000	25,000	30,000	30,000	25,000
Library costs - office supplies	30,819	37,121	30,000	29,200	30,000	30,000	30,000	30,000	30,000
Library costs - book purchases	142,018	141,303	145,000	129,097	145,000	145,000	145,000	145,000	145,000
Library costs - audio books	727	6,569	7,500	92	-	-	-	-	-
Library costs - software	327	369	500	792	500	500	500	500	500
Library costs - online databases	12,824	8,997	12,500	13,919	12,500	12,500	12,500	12,500	12,500
Library costs - videos	12,262	7,492	10,000	3,228	10,000	10,000	10,000	10,000	10,000
Library costs - periodicals	21,864	18,228	20,000	19,719	18,000	20,000	20,000	20,000	20,000
Library costs - vehicle allowance	1,689	1,054	1,500	1,460	1,500	1,500	1,500	1,500	1,500
Library costs - internet	1,628	-	1,300	1,628	5,000	5,000	5,000	5,000	5,000
Library costs - planning	3,236	331	3,000	856	3,000	3,000	3,000	3,000	3,000
Library costs - marketing	-	2,603	10,000	6,608	5,000	5,000	5,000	5,000	5,000
Library costs - wellness	-	1,149	1,000	767	1,000	1,000	1,000	1,000	1,000
Library costs - recruitment	-	983	-	3,125	-	-	-	-	-
Library Costs - Training	8,617	12,388	10,000	12,347	10,000	10,000	10,000	10,000	10,000
Library Costs - Telephone	1,083	760	-	-	-	-	-	-	-
Library Costs - Safety	-	140	-	-	-	-	-	-	-
Salary and benefits	794,687	814,941	835,000	803,186	831,000	863,903	878,728	893,807	893,804
Library - grant revenue	(125,852)	(125,712)	(125,712)	(137,320)	(130,712)	(130,712)	(130,712)	(130,712)	(130,712)
Library - Sales and service fees	(46,103)	(51,000)	(59,250)	(56,046)	(74,000)	(74,000)	(74,000)	(74,000)	(74,000)
Library - Other contributions	(80,257)	(74,918)	(113,199)	(61,600)	(46,100)	(46,100)	(50,600)	(50,600)	(35,600)
	1,006,514	1,037,216	1,024,939	1,008,495	1,049,488	1,086,391	1,102,716	1,117,795	1,124,792

Museum and Archives

Museum and Archives - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	76,940	85,527	63,000	98,000	98,000	105,650	106,307	106,970	107,639
Salaries and benefits	175,474	178,351	184,836	134,606	136,691	144,024	145,224	146,448	146,448
	252,414	263,877	247,836	232,606	234,691	249,674	251,531	253,418	254,087
Recoveries	(34,311)	(90,450)	(56,000)	(42,800)	(36,800)	(48,000)	(48,000)	(48,000)	(48,000)
Net Operating Expense	218,103	173,428	191,836	189,806	197,891	201,674	203,531	205,418	206,087
Internal Allocations In									
Finance - Procurement	850	-	1,500	100	1,000	1,000	1,000	1,000	-
HR - training/dues	473	168	3,365	2,465	2,520	3,065	3,111	3,158	3,205
IT - printing/software	1,047	335	2,500	500	500	2,500	2,500	2,500	2,500
Total Internal Allocations In	2,369	502	7,365	3,065	4,020	6,565	6,611	6,658	5,705
Add Back Revenue	(34,311)	(90,450)	(56,000)	(42,800)	(36,800)	(48,000)	(48,000)	(48,000)	(48,000)
Total Expenses	254,783	264,380	255,201	235,671	238,711	256,239	258,141	260,076	259,792

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Expense	220,472	173,930	199,201	192,871	201,911	208,239	210,141	212,076	211,792
Cost per capita	6.71	5.29	6.06	5.87	6.14	6.33	6.39	6.45	6.44
% of property tax	0.86%	0.66%	0.70%	0.68%	0.67%	0.66%	0.64%	0.62%	0.60%

Change 2016 forecast to 2017 budget	
$ change	9,040
% change	4.69%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Contractual Labour increases	2,085	1.08%

15,000 visits in 2016
70 programming events
24,000 images in digital photo library
500 + inquiries for public/archive research

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Admin & Office	5,461	2,031	3,000	2,500	2,500	3,000	3,000	3,000	3,000
Archives	31,382	24,888	24,500	26,500	26,000	26,260	26,523	26,788	27,056
Collections Management	21,067	15,935	15,500	15,500	15,500	15,655	15,812	15,970	16,129
Events	3,762	917	8,000	5,000	5,000	8,000	8,000	8,000	8,000
Exhibits	27,481	9,650	18,000	22,500	23,500	23,735	23,972	24,212	24,454
Gift Shop	5,426	1,023	3,000	500	500	3,000	3,000	3,000	3,000
Marketing	5,362	1,719	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Operations & Equipment	6,813	5,909	5,000	4,000	4,000	5,000	5,000	5,000	5,000
Programs & Projects	14,914	10,306	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Staff & Volunteers	2,682	3,484	10,000	7,500	7,000	10,000	10,000	10,000	10,000
Steamfest	-	55,000	-	-	-	-	-	-	-
Hands on Heritage Lab	-	-	8,000	-	-	-	-	-	-
Salaries and Benefits	125,367	133,015	138,836	134,606	136,691	141,024	142,224	143,448	143,448
	249,718	263,877	247,836	232,606	234,691	249,674	251,531	253,418	254,087
Donations - Door	(4,818)	(8,100)	(6,500)	(6,000)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)
Donations - Specific Projects	(4,021)	(10,140)	(6,000)	(5,000)	(5,000)	(6,000)	(6,000)	(6,000)	(6,000)
Archival/Environment Research	(236)	(1,018)	(2,500)	(1,500)	(2,000)	(2,500)	(2,500)	(2,500)	(2,500)
Museum Programs	(2,540)	(3,137)	(5,000)	(2,000)	(3,000)	(5,000)	(5,000)	(5,000)	(5,000)
Gift Shop Revenues	0	(448)	(3,000)	(300)	(300)	(3,000)	(3,000)	(3,000)	(3,000)
Provincial Grant	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Federal Grants	-	(47,606)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	(5,000)
Other Grants	-	-	(8,000)	(8,000)	-	-	-	-	-
	218,103	173,428	191,836	189,806	197,891	201,674	203,531	205,418	206,087

Public Works - Cemetery

Cemetery - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	134,494	172,177	165,620	171,420	173,120	173,120	173,120	173,120	173,120
Fleet	1,531	3,380	3,500	2,500	2,500	2,500	2,500	2,500	2,500
Salaries and benefits	4,781	8,292	6,000	6,000	6,000	6,120	6,242	6,367	6,495
Total Operating Expense	140,805	183,849	175,120	179,920	181,620	181,740	181,862	181,987	182,115
Recoveries	(267,766)	(279,413)	(330,952)	(340,200)	(345,600)	(345,600)	(345,600)	(345,600)	(345,600)
Net Operating Surplus	(126,961)	(95,564)	(155,832)	(160,280)	(163,980)	(163,860)	(163,738)	(163,613)	(163,485)
Internal Allocations In									
Finance - Procurement	426	808	500	-	-	-	-	-	-
HR - training/dues	-	13	-	-	-	-	-	-	-
Parks	-	9,808	10,557	10,500	11,233	11,458	11,687	11,921	12,159
Roads and maintenance	-	6,320	6,356	6,356	6,795	6,931	7,070	7,211	7,355
Total Internal Allocations In	426	16,949	17,413	16,856	18,028	18,389	18,756	19,131	19,514
Add Back Revenue	(267,766)	(279,413)	(330,952)	(340,200)	(345,600)	(345,600)	(345,600)	(345,600)	(345,600)
Total Operating Expense	141,231	200,798	192,533	196,776	199,648	200,129	200,619	201,119	201,629

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net surplus	(126,535)	(78,616)	(138,419)	(143,424)	(145,952)	(145,471)	(144,981)	(144,481)	(143,971)
Cost per capita	(3.85)	(2.39)	(4.21)	(4.36)	(4.44)	(4.42)	(4.41)	(4.39)	(4.38)
% of property tax	-0.49%	-0.30%	-0.49%	-0.51%	-0.48%	-0.46%	-0.44%	-0.43%	-0.41%

Change 2016 forecast to 2017 budget	
$ change	2,528
% change	1.76%

Lakeview Cemetery is 14.7 acres and has 7,500 plots, 1,500 cremation plots, 1,525 niches in the columbarium and 45 in the mausoleum

Fall 2017 will see the opening of new constructed sections, including additional internment options , such as green burial and estate plots

Public Works Cemetery - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Fairview Cemetery - Maintenance - general	4,572	12,820	9,000	6,500	7,000	7,080	7,162	7,245	7,330
Lakeview Cemetery - Annual Maintenance & Service Contract	115,050	140,470	150,070	150,070	150,070	150,070	150,070	150,070	150,070
Grave Liners	7,288	12,864	5,000	9,800	9,000	9,000	9,000	9,000	9,000
Irrigation - Annual Charges for Water	287	523	2,300	2,300	2,300	2,300	2,300	2,300	2,300
Miscellaneous Labour & Supplies	6,129	5,471	6,000	5,000	5,500	5,540	5,581	5,622	5,665
Columbarium - niche plates	6,350	5,825	-	3,500	3,500	3,500	3,500	3,500	3,500
Niche vases	375	1,255	250	250	250	250	250	250	250
Advertising	-	348	2,500	2,500	4,000	4,000	4,000	4,000	4,000
	140,051	179,577	175,120	179,920	181,620	181,740	181,862	181,987	182,115
Plot Sales	(20,355)	(44,792)	(84,579)	(50,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
Grave Open/Close	(51,601)	(77,114)	(102,903)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Grave Marker Maintenance	(16,991)	(20,664)	(26,407)	(26,400)	(26,800)	(26,800)	(26,800)	(26,800)	(26,800)
Grave Liners	(9,120)	(17,667)	(31,271)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Carefund	(22,429)	(30,686)	(20,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Reservation Fee	(1,455)	(1,454)	(1,500)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)
Columbarium Sales	(143,052)	(80,338)	(62,292)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
Lantern Concrete Tablet Sales	(2,009)	(2,428)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Net Operating Surplus	(126,961)	(95,564)	(155,832)	(160,280)	(163,980)	(163,860)	(163,738)	(163,613)	(163,485)

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Cemetery - Lakeview Cemetery	78,500	116,200	189,375	60,000	-
	78,500	116,200	189,375	60,000	-

Public Works – Solid waste disposal

Solid Waste - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	1,257,765	1,396,268	1,417,050	1,364,662	1,440,040	1,447,012	1,454,020	1,461,064	1,468,144
Fleet	1,958	1,530	1,750	1,100	1,500	1,500	1,500	1,500	1,500
Salaries and Benefits	5,560	7,457	5,000	4,750	57,575	58,619	59,685	60,772	61,880
Total Operating Expense	1,265,283	1,405,255	1,423,800	1,370,512	1,499,115	1,507,131	1,515,205	1,523,335	1,531,524
Recoveries	(1,976,897)	(1,995,719)	(2,004,175)	(2,008,434)	(2,029,350)	(2,039,426)	(2,049,553)	(2,059,730)	(2,069,959)
MMBC	(311,160)	(466,801)	(466,740)	(467,000)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)
Net Operating Surplus	(1,022,773)	(1,057,264)	(1,047,115)	(1,104,922)	(996,975)	(999,035)	(1,001,088)	(1,003,135)	(1,005,174)
Internal Allocations In									
Operations	-	7,766	7,940	7,940	8,165	8,165	8,165	8,165	8,165
Finance - Procurement	-	257	-	100	-	-	-	-	-
Engineering Design	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
PW - Fleet	938	-	-	-	5,500	5,500	5,500	5,500	5,500
PW - Roads and Maintenance	-	28,250	29,136	29,136	30,786	31,402	32,030	32,670	33,324
Total Internal Allocations In	10,938	41,273	42,076	42,176	49,451	50,067	50,695	51,335	51,989
Add Back Revenue	(2,288,056)	(2,462,519)	(2,470,915)	(2,475,434)	(2,496,000)	(2,506,166)	(2,516,293)	(2,526,470)	(2,536,699)
Total Expense	1,276,221	1,446,528	1,465,876	1,412,688	1,548,566	1,557,198	1,565,899	1,574,671	1,583,513

Outputs and Outcomes	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Net Operating Surplus	(1,011,835)	(1,015,991)	(1,005,039)	(1,062,746)	(947,524)	(948,968)	(950,394)	(951,800)	(953,186)
Cost per capita	(30.78)	(30.90)	(30.57)	(32.32)	(28.82)	(28.86)	(28.91)	(28.95)	(28.99)
% of property tax	-3.94%	-3.86%	-3.54%	-3.75%	-3.14%	-3.02%	-2.91%	-2.80%	-2.70%

Change 2016 forecast to 2017 budget	
$ change	115,222
% change	10.84%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change
Labour additional 0.7 FTE	52,225	4.91%
Fleet for additional 0.7 FTE	5,500	0.52%
Cart program	48,000	4.52%

Annually, Penticton residents generate approximately 4,050 metric tonnes of waste, 1,100 metric tonnes of recyclables and 1,400 metric tonnes of yard waste

Solid Waste - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Solid Waste - general - City clean up	5,811	6,713	5,000	4,750	5,350	5,350	5,350	5,350	5,350
Solid Waste - Residential & Rural curbside collection	300,402	308,380	316,800	306,200	307,740	309,279	310,825	312,379	313,941
Garbage tags	-	-	1,500	2,000	500	500	500	500	500
Tipping Fees - solid waste	358,117	396,212	427,500	408,500	408,500	410,543	412,595	414,658	416,732
Yard Waste Prog	123,604	126,523	123,550	119,000	127,000	127,634	128,271	128,911	129,555
Tipping Fees - Yard Waste Prog	356	74,256	37,500	37,500	40,800	41,004	41,209	41,415	41,622
Spring Bulky Item Pickup Program	9,716	9,936	10,300	9,837	10,000	10,050	10,101	10,152	10,203
Tipping Fees - Bulky Item Tipping/Environ Fee	8,816	8,472	9,000	8,876	9,000	9,000	9,000	9,000	9,000
Xmas Tree Recycle	2,024	1,281	2,000	1,350	2,000	2,000	2,000	2,000	2,000
Recycling - Residential & Rural curbside collection	314,567	321,950	331,800	322,500	322,550	324,163	325,784	327,412	329,050
Recycling - Multi-family Bi-Weekly collection	131,559	132,830	137,300	133,000	133,950	134,620	135,292	135,969	136,648
Recycling - Multi-family Weekly collection	3,468	3,805	4,050	-	4,000	4,000	4,000	4,000	4,000
Recycling - Calender Production & Mailer	4,760	4,760	7,500	7,000	8,500	8,500	8,500	8,500	8,500
Recycling Education general	2,083	10,137	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Cart Maintenance Contract	-	-	-	-	22,000	22,220	22,442	22,667	22,893
Cart Maintenance parts	-	-	-	-	10,000	10,000	10,000	10,000	10,000
Cart Maintenance New Purchases	-	-	-	-	25,000	25,000	25,000	25,000	25,000
Solid Waste Sustainable Community Coordinator	-	-	-	-	52,225	53,269	54,335	55,422	56,530
	1,265,283	1,405,255	1,423,800	1,370,512	1,499,115	1,507,131	1,515,205	1,523,335	1,531,524
User fee garbage rates revenue	(1,245,123)	(1,257,307)	(1,267,200)	(1,266,801)	(1,273,800)	(1,280,169)	(1,286,570)	(1,293,003)	(1,299,468)
Garbage tag sales revenue	(4,484)	(3,862)	(1,500)	(3,000)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
User fee recycling	(725,698)	(732,897)	(733,875)	(738,633)	(741,450)	(745,157)	(748,883)	(752,627)	(756,391)
MMBC Recycle Program Financial Incentive	(311,160)	(466,801)	(466,740)	(467,000)	(466,740)	(466,740)	(466,740)	(466,740)	(466,740)
Recycling - Calender Production & Mailer	(1,524)	(1,500)	(1,500)	-	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Applications for curbside collections	(68)	(152)	(100)	-	(100)	(100)	(100)	(100)	(100)
Cart Maintenance Administration Fee	-	-	-	-	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
Net Operating Surplus	(1,022,773)	(1,057,264)	(1,047,115)	(1,104,922)	(996,975)	(999,035)	(1,001,088)	(1,003,135)	(1,005,174)

Electric Utility

Electric Utility - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	26,370,272	27,346,701	29,162,260	27,210,890	34,212,174	34,313,869	34,634,089	36,780,238	39,060,184
Fleet	39,080	78,864	63,494	-	51,895	51,895	51,895	51,895	51,895
Salaries and Benefits	1,250,503	1,255,469	1,460,854	1,349,114	1,409,951	1,438,435	1,467,528	1,497,249	1,527,620
Total Operating Expense	27,659,856	28,681,035	30,686,608	28,560,004	35,674,020	35,804,199	36,153,512	38,329,382	40,639,699
Recoveries	(36,562,998)	(39,278,532)	(40,967,152)	(38,295,178)	(42,040,580)	(43,581,176)	(45,191,504)	(46,851,877)	(48,573,329)
Balance	(8,903,142)	(10,597,497)	(10,280,544)	(9,735,174)	(6,366,560)	(7,776,977)	(9,037,992)	(8,522,495)	(7,933,630)
Internal Allocations Out									
Roads and Maintenance	8,956	9,493	11,400	10,539	11,400	11,717	12,043	12,378	12,723
Internal Allocations In									
Operations	-	51,259	41,288	41,288	42,458	42,458	42,458	42,458	42,458
Communications	-	-	-	-	250	250	250	250	250
Finance - POS and banking fees	-	-	-	3,000	3,000	3,000	3,000	3,000	3,000
Finance - Procurement	3,904	7,649	8,500	4,200	1,500	1,500	1,500	1,500	-
Engineering Design	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
HR training/dues	4,077	5,766	68,735	40,326	75,450	66,985	67,122	67,261	67,402
IT - printing/software	1,592	2,548	1,800	1,800	6,800	6,900	7,002	7,106	7,212
PW - Fleet	89,436	41,250	44,000	44,000	44,000	44,000	44,000	44,000	44,000
Administration	2,226,103	2,254,447	2,060,080	2,060,080	1,881,457	1,702,834	1,524,211	1,345,588	1,300,000
HR - Safety	12,793	17,914	7,470	7,470	10,201	10,303	10,406	7,470	8,200
Total Internal Allocations In	2,357,903	2,390,833	2,241,873	2,212,164	2,075,116	1,888,230	1,709,949	1,528,633	1,482,522
Total Operating Expense	30,008,803	31,062,375	32,917,081	30,761,629	37,737,736	37,680,712	37,851,418	39,845,637	42,109,499
Net Operating Surplus	(6,536,282)	(8,197,172)	(8,050,071)	(7,533,549)	(4,302,844)	(5,900,464)	(7,340,086)	(7,006,240)	(6,463,831)
Transfers to Surplus/Reserve									
Electric Surplus	3,359,882	5,006,872	1,901,146	1,562,029	- 2,590,233	249,585	1,775,136	849,841	487,568
Electric Capital	5,878,707	6,676,682	3,102,185	2,787,380	3,715,085	2,479,024	2,399,218	2,996,778	2,831,262
Reserve for Future Expenditures	(5,878,707)	(6,676,682)	-	-	-	-	-	-	-
General Revenue Operating Fund	137,400	137,400							
General Revenue Capital (Dividend)	3,039,000	3,052,900	3,046,740	3,184,140	3,177,992	3,171,856	3,165,733	3,159,622	3,145,000
Balance Electric Operating Fund	- 0	0	- 0	- 0	- 0	- 0	0	0	0

15 FTE

This department is responsible for providing safe, efficient and reliable electrical service to our residential, commercial and industrial customers

There are 4 substations feeding 17 distribution circuits, 272 km of overhead power lines, 86 km of underground cables 3,999 power poles (3,061 wood, 938 steel), 2,719 distribution transformers and 17,373 active customer accounts

Change 2016 forecast to 2017 budget	
$ change	3,230,705
% change	-42.88%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change	
Labour	60,837	0.81%	
Energy Purchases	3,280,791	43.55%	
Administration	- 178,623	2.37%	Administration fees adjusted as per the rate review

2017 contains $3.5 million dollars which is the Fortis BC portion of the Carmi Substation project

2018 contains $1.5 million dollars which is the Fortis BC portion of the Carmi Substation project

Electric Utility - Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expense by Project									
Billing & Damage	17,918	74,277	47,500	2,104	47,500	48,694	49,920	51,179	52,473
Power Distribution	274,555	295,932	357,700	487,395	370,700	379,168	387,861	396,785	405,947
Electric - non-productive costs	301,375	298,494	374,576	232,699	384,761	392,456	400,305	408,311	416,478
Carmi Substation	505	8,344	8,500	1,445	3,508,500	1,708,755	9,018	9,288	9,567
Customer Billing and Collections	36,224	34,709	32,918	28,347	32,918	33,494	34,082	34,682	35,295
General Electrical	801,195	1,389,749	896,650	863,752	968,363	990,002	1,012,176	1,034,905	1,058,211
Huth Substation	9,766	1,198	8,500	16,671	38,500	8,755	9,018	42,070	9,567
Meter Testing and Maintenance	36,181	61,857	98,000	68,826	98,500	100,888	103,337	105,848	108,422
Turn-Ons and Cut-Offs	106,298	85,707	92,131	72,079	90,404	91,986	93,601	95,250	96,933
Waterford Substation	1,397	403	8,500	875	8,500	39,655	9,018	9,289	43,332
Westminster Substation	9,702	3,102	8,500	3,277	8,500	8,755	40,845	9,289	9,567
Bulk Energy Purchases	26,001,260	26,281,943	28,278,733	26,769,683	30,050,474	31,933,224	33,933,938	36,060,007	38,319,281
Two-Way Radios	8,956	9,493	11,400	10,539	11,400	11,717	12,043	12,378	12,723
Energy Retrofit Loan Program	10,373	141,431	463,000	2,312	55,000	56,650	58,350	60,100	61,903
Total Expenses	27,615,706	28,686,638	30,686,608	28,560,004	35,674,020	35,804,199	36,153,512	38,329,382	40,639,699
Revenue									
Electric - other revenues	(36,283,272)	(38,807,442)	(40,229,409)	(38,122,549)	(41,730,910)	(43,264,569)	(44,867,798)	(46,520,905)	(48,234,922)
Pole Contacts	(214,284)	(258,000)	(230,243)	(194,048)	(205,170)	(209,273)	(213,459)	(217,728)	(222,083)
Recoveries - Billing & Damage	(11,529)	(67,285)	(47,500)	33,419	(47,500)	(48,694)	(49,920)	(51,179)	(52,473)
Energy Retrofit Loan Program	(9,763)	(151,407)	(460,000)	(12,000)	(57,000)	(58,640)	(60,328)	(62,065)	(63,852)
	- 36,518,848	- 39,284,135	- 40,967,152	- 38,295,178	- 42,040,580	- 43,581,176	- 45,191,504	- 46,851,877	- 48,573,329
Net Operating Surplus by Project	(8,903,142)	(10,597,497)	(10,280,544)	(9,735,174)	(6,366,560)	(7,776,977)	(9,037,992)	(8,522,495)	(7,933,630)

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Pole Replacements	100,000	102,002	104,055	106,162	108,324
Number 6 Cu Replacement	100,485	105,510	-	-	-
Carmi Substation	1,325,000	700,000	100,000	-	-
GIS Implementation & Conversion	50,000	50,000	-	-	-
SCADA Upgrades - New Dual PC, PowerLink upgrade investigation	50,000	52,152	54,406	56,766	59,238
Non Discretionary - Estimated New/Upgraded Services	320,000	328,387	337,010	345,874	354,986
Non Discretionary - Flat Rate New/Upgrade Services	80,000	81,626	83,292	84,998	86,747
Non Discretionary - New UG Subdivision	100,000	102,701	105,479	108,338	111,280
Non Discretionary - City Road Projects	100,000	103,302	106,730	110,289	113,985
Non Discretionary - Emergency replacement of failed equipment	60,000	61,201	62,433	63,697	64,995
Distribution System Rebuild- Voltage Conversion/System Rebuild	1,000,000	1,023,016	1,046,763	1,071,266	1,096,553
Distribution System Rebuild- UG Residential Subdivision Rebuild	-	-	-	300,000	315,000
Planned Replacement	100,000	102,302	104,664	107,090	109,580
Replace analogue radios w/ digital radios	40,000	50,000	40,000	15,000	-
Fixed Meters reads vs drive by	80,000	80,000	400,000	80,000	80,000
System Reliability Improvements	100,000	103,103	106,344	109,728	113,263
Install Capacitor Banks	40,000	41,121	42,288	43,503	44,770
New Westminster Carmi Substation Tie	-	-	-	-	500,000
Misc Studies	60,000	-	50,000	-	50,000
Departmental Tools- PLT & Engineering Tools	60,000	63,002	66,155	69,465	72,941
Utility Rates Review - Electric	-	100,000	-	-	-
Electric Storage Building	-	40,000	-	-	-
Fiber System Redundancy	-	100,000	-	100,000	-
Master Plan	-	-	-	225,000	-
	3,765,485	3,389,424	2,809,618	2,997,178	3,281,662
Recoveries	(450,400)	(450,400)	(450,400)	(450,400)	(450,400)
	3,315,085	2,939,024	2,359,218	2,546,778	2,831,262
Engineering	-	-	-	350,000	-
Information Technology	-	40,000	40,000	-	-
Total Electrical Capital Expense	**3,315,085**	**2,979,024**	**2,399,218**	**2,896,778**	**2,831,262**
Transfer from Electric Capital	(3,315,085)	(2,979,024)	(2,399,218)	(2,896,778)	(2,831,262)
	-	-	-	-	-

Sewer Utility

Sanitary Sewer - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Advanced Waste Water Treatment Plant									
Goods and Services	712,561	812,963	770,529	754,687	1,109,705	993,874	926,106	1,165,466	1,234,833
Salaries and Benefits	826,680	856,817	993,738	857,205	961,822	970,674	970,924	971,174	971,424
Total Operating Expense	1,539,240	1,669,780	1,764,267	1,611,892	2,071,527	1,964,548	1,897,030	2,136,640	2,206,257
Fees	(5,750,557)	(5,950,390)	(6,135,983)	(6,102,328)	(5,418,890)	(5,931,723)	(6,487,348)	(6,959,953)	(6,977,442)
Operating Surplus	(4,211,317)	(4,280,610)	(4,371,716)	(4,490,436)	(3,347,363)	(3,967,175)	(4,590,318)	(4,823,313)	(4,771,185)
Internal Allocations Out									
Parks	-	-	-	-	30,000	33,900	38,985	44,833	46,000
Total Allocations in									
Internal Allocations In									
Revenue									
Collection System Revenue	(35,240)	(33,588)	(15,000)	(10,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
DCC	(64,086)	(195,171)	-	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	(99,326)	(228,759)	(15,000)	(10,000)	(115,000)	(115,000)	(115,000)	(115,000)	(115,000)
Expenses									
Operations	-	37,279	33,348	33,348	34,293	34,293	34,293	34,293	34,293
Communications	-	-	-	6,467	5,000	5,000	5,000	5,000	5,000
Engineering	35,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Debt Interest	773,831	772,040	773,830	773,830	773,830	755,290	751,710	751,710	751,710
Debt Principal*	575,057	575,057	584,381	584,381	575,057	545,072	538,987	538,987	538,987
Procurement	4,484	2,753	3,500	2,500	1,500	1,500	1,500	1,500	1,500
Development Services	(10,041)	(18,720)	-	-	-	-	-	-	-
Human Resources	13,802	17,210	17,385	15,432	18,815	17,646	17,910	18,179	18,452
Information Technology	1,879	707	1,500	500	850	1,857	1,864	1,871	1,879
Fleet	16,993	11,000	25,500	25,500	42,295	42,295	42,295	42,295	42,295
Roads and maintenance	-	139,141	141,309	141,309	148,726	151,701	154,735	157,829	160,986
Administration	382,800	414,760	465,587	465,587	557,594	649,601	741,608	833,615	833,615
Collection System Expense	798,388	608,083	671,100	643,800	670,857	674,207	677,879	681,625	685,445
Safety	4,323	4,827	5,342	4,300	5,449	5,504	5,559	5,559	5,590
Total Allocations in	2,596,515	2,581,137	2,739,782	2,713,955	2,851,267	2,900,966	2,990,341	3,089,464	3,096,752
Total Operating Expense	3,560,698	3,675,861	3,919,668	3,741,466	4,317,737	4,286,542	4,309,399	4,642,284	4,718,022
Net Operating Surplus	(1,650,043)	(1,699,472)	(1,631,934)	(1,776,481)	(541,096)	(1,100,109)	(1,638,962)	(1,778,682)	(1,720,433)
Transfer to/from Surplus									
Sewer Operating Surplus	(3,042,184)	(4,839,486)	1,416,434	1,776,481	541,096	1,100,109	1,638,962	1,778,682	1,720,433
Sewer surplus - grant revenue	-	-	215,500	-	-	-	-	-	-
Sewer Capital	4,692,226	6,538,959	-	-	-	-	-	-	-
Sewer Operating Fund	-	-	-	-	-	-	-	-	-

*Debt principal is not included in total operating expense

Operations are maintained 24 hours a day

Change 2016 forecast to 2017 budget	
$ change	1,235,385
% change	-69.54%

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change	
Contractual Labour increases	64,617	3.64%	CUPE Increase, employee off in 2016
Millwright apprentice	40,000	2.25%	Request to hire a millwright apprentice and not a student
Goods and Services	355,018	19.98%	Realignment of expenses from capital to operations
Collection System	- 5,000	-0.28%	Labour increase
Administration	92,007	5.18%	As per utility rate review
Electric	26,000	1.46%	
Decrease in Fees	- 680,058	-38.28%	

Sanitary Sewer - Operating Budget by Project
Advanced Waste Water Treatment Plant

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
AWWTP	1,402,191	1,422,945	1,512,397	1,455,964	1,847,283	1,745,974	1,668,550	1,898,338	1,913,054
Pumps, Stations, and Sewers	89,831	123,930	109,027	105,737	124,507	129,106	132,674	136,268	139,116
Septage	21,573	38,008	33,738	28,450	47,996	33,827	35,080	35,460	36,346
Waste Water	25,645	16,560	109,105	21,741	21,741	21,741	21,741	21,741	21,741
Asset Management Plan	-	-	-	-	-	-	-	-	50,000
Parks	-	-	-	-	30,000	33,900	38,985	44,833	46,000
	1,539,240	1,601,442	1,764,267	1,611,892	2,071,527	1,964,548	1,897,030	2,136,640	2,206,257
Sewer Fees	(5,514,485)	(5,662,851)	(5,920,483)	(5,883,127)	(5,203,069)	(5,715,902)	(6,279,290)	(6,753,442)	(6,770,931)
Grants	(236,073)	(219,201)	(215,500)	(219,201)	(215,821)	(215,821)	(208,058)	(206,511)	(206,511)
Net Operating Surplus	(4,211,317)	(4,280,610)	(4,371,716)	(4,490,436)	(3,347,363)	(3,967,175)	(4,590,318)	(4,823,313)	(4,771,185)

Change 2016 forecast to 2017 budget	
$ change	(1,143,073)
% change	25.46%

This department is responsible for maintenance of the treatment plant, lift stations, and treatment of waste water to required standards. Generation of treated effluent for irrigation and generation of bio-solids for compost production, processing 745 loads which equals 8,940 cubic metres of material

The AWWTP is a budget centre of the sewer utility fund. The plant is budgeted and managed by our waste water supervisor with a staff of 8 FTE's.

in 2016 the AWWTP:
Treated 3,805,000,000 liters of waste water
Recycled 632,556,000 litres of treated effluent used to irrigate sports fields and a golf course, reducing the demand on the treated potable water system equivalent to 17% of the total plant flow
Processed 6,448,716kg of bio solids in 2016 = 190kg per person

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Operations by Project									
Collection system	196,047	150,325	177,800	182,300	185,758	187,681	189,644	191,646	193,687
Sewer Service Repairs	99,155	100,088	84,000	77,000	84,000	84,800	85,616	86,448	87,297
Sewer Main Repairs	6,173	1,504	10,500	8,000	10,500	10,580	10,662	10,745	10,830
Sewer Main Blockages	913	4,700	2,000	2,000	2,000	2,028	2,057	2,086	2,115
Video Inspection	23,054	56,535	61,500	68,500	71,500	71,560	71,621	71,684	71,747
Manholes	734	7,398	3,000	3,000	3,000	3,024	3,048	3,073	3,099
Vandalism	196	-	1,000	600	1,000	1,010	1,020	1,031	1,041
Compost facility	293,957	243,992	283,000	252,700	271,700	271,980	272,266	272,557	272,854
Tools	6,588	6,337	10,500	12,500	10,500	10,500	10,500	10,500	10,500
Consulting	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Standby	9,943	10,094	11,000	11,000	11,200	11,424	11,652	11,886	12,123
Effluent collection system	91	732	2,000	1,450	1,950	1,730	1,761	1,792	1,824
Waste water treatment plant	153,446	-	-	-	-	-	-	-	-
Sewer system	8,091	26,372	14,800	14,750	7,750	7,890	8,033	8,178	8,327
	798,388	608,078	671,100	643,800	670,857	674,207	677,879	681,625	685,445
Recoveries - Compost	(35,240)	(33,583)	(15,000)	(10,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Net Operations by Project	763,148	574,495	656,100	633,800	655,857	659,207	662,879	666,625	670,445

There is 171 KM of sanitary sewer pipe with 8,550 service connections
5.4 KM of sewer effluent irrigation pipe

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Engineering - Sewer Capital					
	-	100,000	-	-	-
GIS Development & Support	-	10,000	10,000	10,000	10,000
WTP Booster Station Upgrade & Feeder Main to Ridgedale Reservoir	220,000	-	-	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant - San Cap	-	-	50,000	1,461,000	-
Aging Sanitary Sewer Infrastructure Replacement and Upgrades - San Cap Portion	605,000	-	815,000	-	1,025,000
North Penticton Interceptor - Fairway Road to Treatment Plant - DCC Portion	-	973,544	-	-	-
North Penticton Interceptor - Fairway Road to Treatment Plant - San Cap Portion	50,000	1,166,456	-	-	-
Small Sanitary Sewer Upsizing - San Cap Portion	-	45,000	572,000	-	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - San Cap Portion	35,000	-	-	300,000	-
Development Related Sewer Upgrades - San Cap Portion	100,000	100,000	100,000	100,000	100,000
Asset Replacement Plan - Sanitary	-	10,000	10,000	10,000	10,000
50mm and 100mm Water Main Replacement Program	215,000	-	-	-	-
Timmins St Reconstruction - Scott Ave to Conklin Ave - Sewer Portion	131,000	-	-	-	-
Total Engineering Sewer Capital Projects	1,356,000	2,405,000	1,557,000	1,881,000	1,145,000
Advanced Waste Water Treatment Plant					
Advanced Waste Water Treatment Plant Expansion and Upgrades	-	-	50,000	350,000	4,000,000
AWWTP - Equipment Replacement	-	500,000	500,000	500,000	500,000
AWWTP - Equip Replacement for Lift stations	30,000	30,000	30,000	30,000	30,000
AWWTP - Screw Pump Replacement	-	225,000	-	-	-
Reroof UV,North Irrigation, RAS,Screws,Headworks, Mtce Bldgs	160,000	-	-	-	-
Reclaimed water reservoir, utilize old secondary gravity fill and pump	70,000	-	-	-	-
FPS pump replacement	85,000	-	-	-	-
Wonderware efficiencies Intela trac	60,000	30,000	30,000	35,000	35,000
CCTV cameras	30,000	-	-	-	-
Density meters RAS and FPS sight glass FPS	65,000	-	-	-	-
U Crane	25,000	-	-	-	-
Intermediate pump for north irrigation	20,000	-	-	-	-
Upgrade DAF	60,000	-	-	-	-
Bio reactor upgrades	35,000	-	-	-	-
Total Advanced Waste Water Treatment Plant Capital Projects	640,000	785,000	610,000	915,000	4,565,000
Sewer Collection System Capital Projects					
Sanitary Sewer Relining	-	-	-	-	100,000
Compost Site Improvements	50,000	50,000	2,500,000	10,000	10,000
Total Sewer Collection Capital Projects	50,000	50,000	2,500,000	10,000	110,000
Total Sewer Capital	**2,046,000**	**3,240,000**	**4,667,000**	**2,806,000**	**5,820,000**
Funding Source					
Development Cost Charges	-	(1,073,544)	-	-	-
Sewer Surplus	(2,046,000)	(2,166,456)	(4,667,000)	(2,806,000)	(5,820,000)
Sewer Utility Capital Fund	-	-	-	-	-

Advanced Waste Water Treatment Plant - Capital Budget

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Projects					
Advanced Waste Water Treatment Plant Expansion and Upgrades	-	-	50,000	350,000	4,000,000
AWWTP - Equipment Replacement	-	500,000	500,000	500,000	500,000
AWWTP - Equip Replacement for Lift stations	30,000	30,000	30,000	30,000	30,000
AWWTP - Screw Pump Replacement	-	225,000	-	-	-
Reroof UV,North Irrigation, RAS,Screws,Headworks, Mtce Bldgs	160,000	-	-	-	-
Reclaimed water reservoir, utilize old secondary gravity fill and pump	70,000	-	-	-	-
FPS pump replacement	85,000	-	-	-	-
Wonderware efficiencies Intela trac	60,000	30,000	30,000	35,000	35,000
CCTV cameras	30,000	-	-	-	-
Density meters RAS and FPS sight glass FPS	65,000	-	-	-	-
U Crane	25,000	-	-	-	-
Intermediate pump for north irrigation	20,000	-	-	-	-
Upgrade DAF	60,000	-	-	-	-
Bio reactor upgrades	35,000	-	-	-	-
Total Advanced Waster Water Treatment Plant Capital Projects	640,000	785,000	610,000	915,000	4,565,000

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Projects					
Sanitary Sewer Relining	-	-	-	-	100,000
Compost Site Improvements	50,000	50,000	2,500,000	10,000	10,000
Total Collection System Capital	50,000	50,000	2,500,000	10,000	110,000

Water Utility

Water - Operating Budget

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Goods and Services	668,277	682,986	757,062	696,341	819,729	804,903	853,415	869,276	887,878
Salaries and Benefits	683,420	726,422	831,522	806,299	735,658	747,532	759,642	759,465	771,953
Total Operating Expense	1,351,697	1,409,408	1,588,584	1,502,640	1,555,387	1,552,434	1,613,057	1,628,741	1,659,830
Fees	- 6,700,970	- 6,914,533	- 7,164,766	- 7,164,766	- 8,050,014	- 8,451,584	- 8,903,307	- 9,379,530	- 9,997,579
Net Operating Surplus	- 5,349,273	- 5,505,125	- 5,576,182	- 5,662,126	- 6,494,627	- 6,899,149	- 7,290,250	- 7,750,789	- 8,337,749
Internal Allocations Out									
Parks	55,000	55,000	55,000	55,000	31,325	34,041	36,879	39,841	42,935
Internal Allocations In									
Revenue									
Development Services-DCC	(517,224)	(94,430)	-	(138,210)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
West Bench	(78,336)	-	(144,000)	(78,336)	(78,336)	(78,336)	(78,336)	(78,366)	(78,366)
PW - Water Distribution Revenue	(10,135)	(13,400)	(1,000)	(6,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Grant Funding	-	-	- 933,333	-	-	-	-	-	-
Debt Proceeds			- 466,667		- 1,500,000			- 2,798,820	
	- 605,695	- 107,830	- 1,545,000	- 222,546	- 1,783,336	- 283,336	- 283,336	- 3,082,186	- 283,366
Expense									
Debt Principal Repayments*	549,141	-	467,738	458,413	422,123	422,123	422,123	422,123	422,123
Public works	(3,174,480)	12,834	-	-	-	-	-	-	-
Operations	-	29,513	25,408	25,408	26,128	26,128	26,128	26,128	26,128
Debt Interest	699,951	-	591,951	591,951	448,795	448,795	448,795	448,795	448,795
Finance - Procurement	2,773	1,530	1,750	450	750	750	750	750	750
Engineering Design	35,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
HR training/dues	5,491	5,056	9,915	9,645	16,370	16,616	16,865	17,118	17,375
IT - printing/software	595	320	250	250	250	250	250	250	250
PW - Fleet	19,340	16,500	64,500	64,500	91,165	91,165	91,165	91,165	91,165
PW - roads and maintenance	-	130,452	132,705	132,705	139,275	142,061	144,902	147,800	150,756
Administration	465,700	-	543,372	543,372	629,430	715,488	801,546	887,604	888,000
PW - Water Distribution Expense	935,003	770,624	772,050	714,400	727,650	735,238	743,998	752,933	762,046
HR - Safety	-	1,910	3,810	3,700	5,417	5,471	5,526	5,525	5,525
Total Allocations in	- 461,486	985,740	2,630,449	2,561,794	2,524,353	2,621,084	2,719,047	2,817,190	2,829,913
Total Operating Expense	286,070	2,340,148	3,696,295	3,551,021	3,626,292	3,717,354	3,873,102	3,983,967	4,024,684
Net Operating Surplus	- 6,471,454	- 4,682,214	- 4,545,733	- 3,377,878	- 5,784,935	- 4,595,442	- 4,891,418	- 8,055,626	- 5,834,138
Transfer to/from Surplus									
Water Surplus	5,954,230	4,587,784	3,182,133	3,377,878	4,084,935	4,395,442	4,691,418	5,056,806	5,634,138
Transfer to DCC reserve	517,224	94,430	-	-	200,000	200,000	200,000	200,000	200,000
Water Capital	-	-	1,400,000	-	1,500,000	-	-	2,798,820	-
	0	- 0	36,400	- 0	0	0	0	0	- 0

*Debt principal is not included in total operating expense

7.5 FTE

Change 2016 forecast to 2017 budget

$ change	- 907,057	Debt financing $1.5 not included in analytics
% change	26.85%	

Changes in net operating budget from 2016 forecast to 2017 are primarily due to:

	$ change	% change	
Contractual Labour Increases	- 70,641	2.09%	
Goods and Services	123,388	3.65%	
Administration	86,058	2.55%	As per the utility rate review

Water - Water Treatment Plant Operating Budget by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Water Treatment Plant									
Cross Connection	55,063	58,287	56,583	47,583	53,985	54,905	55,843	56,800	57,776
Duncan Pump Station	9,959	6,722	14,759	8,200	15,362	16,116	16,933	16,809	17,196
Okanagan Lake Pump Station	211,193	246,084	219,726	246,256	228,517	249,684	271,149	278,602	287,116
Ridgedale Pump Station	20,697	25,507	37,298	29,810	36,138	38,269	40,586	41,327	42,314
Small Reservoirs	25,631	29,400	39,835	37,235	40,820	42,191	43,704	44,434	45,293
Warren Ave Well	1,917	2,105	5,644	3,779	5,374	5,525	5,686	5,781	5,877
Water Conservation	20,005	14,538	50,735	49,173	52,991	53,251	53,516	53,787	54,062
Water Treatment Plant	819,961	852,100	937,432	841,532	933,889	951,466	981,775	984,375	1,000,274
Water - general	82,576	84,341	86,265	86,265	85,589	85,589	85,589	85,589	85,589
Parks - other accounts	55,000	55,000	55,000	55,000	31,325	34,041	36,879	39,841	42,935
Drought Management	-	-	- 12,500	-	50,000	-	-	-	-
Water	38,590	35,054	97,807	97,807	21,397	21,397	21,397	21,397	21,397
	1,340,592	1,409,138	1,588,584	1,502,640	1,555,387	1,552,434	1,613,057	1,628,741	1,659,830
Recoveries - Water	(435,471)	(387,833)	(428,313)	(428,313)	(439,058)	(450,797)	(465,003)	(479,784)	(495,165)
Water - sales	(6,254,394)	(6,526,430)	(6,736,453)	(6,736,453)	(7,585,956)	(8,000,787)	(8,438,304)	(8,899,746)	(9,502,414)
Grants	-	-	- 12,500.00	-	(25,000)	-	-	-	-
	(5,349,273)	(5,505,125)	(5,576,182)	(5,662,126)	(6,494,627)	(6,899,149)	(7,290,250)	(7,750,789)	(8,337,749)

Water - Distribution by Project

	2014 Actual	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Hydrant Connection Boxes	(8,887)	(12,331)	(1,000)	(5,100)	(4,100)	(5,000)	(5,000)	(5,000)	(5,000)
Transmission and distribution	63,381	76,804	105,500	74,600	75,600	76,642	77,705	78,789	79,895
Hydrant Maintenance	69,142	67,559	70,000	69,100	70,350	71,435	72,542	73,671	74,822
Valve Maintenance	25,836	25,996	41,500	22,750	24,750	25,050	25,356	25,668	25,986
PRV Maintenance	12,546	16,130	15,000	32,750	16,000	16,190	16,384	16,581	16,783
Water Main Repairs	132,565	112,985	88,000	60,000	66,000	66,440	66,889	67,347	67,814
Water Service Repairs	114,011	89,299	92,000	92,000	92,000	92,900	93,818	94,754	95,709
Renew Fire Hydrants	9,005	9,224	9,500	14,100	15,500	15,580	15,662	15,745	15,830
Hydrant Connection Boxes	2,820	2,887	5,000	9,000	6,000	6,050	6,101	6,153	6,206
Meters / Customer Billing and Collections	160,035	113,152	137,200	140,100	144,900	146,794	148,726	150,696	152,706
Meter Pit Installations and maint	16,088	23,064	15,000	30,000	32,000	32,300	32,606	32,918	33,236
Water - tools	10,079	7,626	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Water damage vandalism	7,661	846	1,000	800	1,000	1,010	1,020	1,031	1,041
Penticton Creek - Greyback Dam	13,763	22,637	18,000	19,500	19,500	19,780	20,066	20,357	20,654
Penticton Creek - Howard Lake Dam	1,380	601	1,000	600	4,000	4,060	4,121	4,184	4,247
Penticton Creek - Campbell Mountain Diversion	8,403	15,676	10,000	11,000	10,600	10,742	10,887	11,035	11,185
Penticton Creek - Penticton 2 Dam	1,571	2,162	9,000	7,600	7,600	7,640	7,681	7,722	7,765
Penticton Creek - General Maintenance	3,456	7,611	9,500	3,000	4,500	4,560	4,621	4,684	4,747
Ellis Creek - Ellis 2 Dam	14,139	7,733	10,000	7,500	8,250	8,385	8,523	8,663	8,806
Ellis Creek - Ellis 4 Dam	10,543	7,018	10,750	8,750	9,250	9,400	9,553	9,709	9,868
Ellis Creek - Ovid Dam	369	353	900	500	500	508	516	524	533
Ellis Creek - Ellis Intake	25,175	6,410	6,000	4,100	5,350	5,340	5,432	5,525	5,621
Ellis Creek - General Maintenance	1,227	6,221	3,750	1,750	2,000	2,034	2,069	2,104	2,140
Water - general	162,527	75,797	29,000	28,000	32,100	32,432	32,771	33,116	33,468
North irrigation system	54,416	50,795	48,000	48,000	48,500	49,210	49,934	50,673	51,426
South irrigation system	12,379	20,262	22,500	14,500	17,000	17,240	17,485	17,734	17,989
Penticton Creek - Corporation Lake Dam	435	384	450	400	400	406	412	418	425
Penticton Creek - Reed Lake Dam	801	324	1,000	600	600	610	620	631	641
Net Operating Expense	924,868	757,224	771,050	708,400	722,650	730,238	738,998	747,933	757,046

This department maintains the dams, and the distribution system
There is 192 KM of domestic water pipe, 985 fire hydrants, 8,653 water meters, 33 KM of agricultural irrigation water main with 350 connections and 6 in-service dams and 6 out of service dams

Change 2016 forecast to 2017 budget	
$ change	14,250
% change	2.01%

Water Utility - Capital Budget

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Engineering Water Capital Projects	4,359,000	2,385,000	1,955,000	5,498,820	2,040,000
Timmins St Reconstruction - Scott Ave to Conklin Ave - Water Portion	260,000	-	-	-	-
WTP Booster Station Upgrade & Feeder Main to Ridgedale Reservoir - Water Cap Portion	1,302,521	-	-	-	-
50mm and 100mm Water Main Replacement Program	930,000	950,000	950,000	950,000	950,000
Aging Water Main Replacement Program	-	500,000	500,000	650,000	650,000
Water Master Plan Update	-	100,000	-	-	-
Water Master Plan Update	-	10,000	-	-	-
GIS Development & Support	10,000	10,000	10,000	10,000	10,000
Orchard Avenue Reconstruction - Water Portion	30,000	400,000	-	-	-
Bird St & Pl, Haywood St, Gahan St Reconstruction - Water Cap Portion	-	30,000	215,000	-	-
Industrial Area Fire Flow Upgrades - Water Cap Portion	9,000	330,000	-	-	-
WTP Booster Station Upgrade & Feeder Main to Ridgedale Reservoir - DCC Portion	237,479	-	-	-	-
Ridgedale Reservoir Upgrade - Financing Portion	-	-	-	2,798,820	-
Ridgedale Reservoir Upgrade - Water Cap Portion	-	-	150,000	-	-
East Penticton Interceptor - Fairview Ave to Treatment Plant - Water Cap Portion	-	-	-	360,000	-
Point Intersection Kinney & South Main - Re-Align Galt Avenue - Water Cap Portion	35,000	-	-	300,000	-
Pressure Zone 555 - Carmi Reservoir Expansion Design - Financing	1,500,000	-	-	-	-
Pre-Design of Water Main Projects - Water Cap Portion	45,000	45,000	45,000	45,000	45,000
Asset Replacement Plan - Water	-	10,000	10,000	10,000	10,000
Irrigation System - Infrastructure Renewals	-	-	75,000	375,000	375,000
Total Engineering Water Capital Projects	4,359,000	2,385,000	1,955,000	5,498,820	2,040,000
Water Treatment Plant Capital Projects					
On-Site Chlorine System	-	-	1,347,225	-	-
Equipment Replacement	35,000	35,000	35,000	35,000	40,000
WTP Reservoir Mixing Improvements	-	220,000	140,000	680,000	-
WTP optimization projects	40,000	40,000	40,000	50,000	50,000
WTP Equipment Replacement	40,000	40,000	40,000	-	-
Replace aging electrical equipment Okanagan Lake Pump Stn	100,000	100,000	100,000	100,000	100,000
Replace portable gas detectors and software	-	-	-	-	10,000
Security video monitor WTP and Okanagan Lake Pump Stn	7,500	-	-	-	-
Electrical surge - WTP	-	12,000	-	-	-
Streaming current detector replacement - WTP	-	20,000	-	-	-
Gate - WTP	24,000	-	-	-	-
Filter audit WTP	-	12,000	-	-	-
Air unit replacement program	-	-	-	50,000	50,000
Diver inspection Okanagan Lake intake	-	-	-	-	10,000
Roof replacement WTP	12,000	121,700	294,060	25,500	-
Fume hood replacement Lab - WTP	-	15,000	-	-	-
Total Water Treatment Plant Capital Projects	258,500	615,700	1,996,285	940,500	260,000
Water Distribution System Capital Projects					
Service Renewals	30,000	30,000	30,000	30,000	30,000
Fire Hydrant Spacing Improvements	80,000	80,000	80,000	80,000	80,000
Agricultural Irrigations Upgrades	30,000	30,000	30,000	30,000	30,000
Water Utility - Dams and Irrigation	-	-	5,000	-	-
Irrigation Meter Program	-	350,000	350,000	350,000	350,000
Ellis 2 Dam - Consulting & Upgrades	100,000	-	300,000	-	-
Ellis 4 Dam - Consulting and Upgrades	-	350,000	-	-	-
Campbell Mountain Diversion - Consulting and Upgrades	275,000	-	25,000	-	-
Ellis Creek Diversion Dam - Consulting & Upgrades	-	-	80,000	200,000	-
Misc Dam Projects	75,000	75,000	40,000	300,000	100,000
10 Year Capital PW Water	-	-	-	-	500,000
Domestic Water Meter Upgrades	75,000	75,000	75,000	75,000	75,000
Total Water Distribution System Capital Projects	665,000	990,000	1,015,000	1,065,000	1,165,000
Total Water Utility Capital Projects	5,282,500	3,990,700	4,966,285	7,504,320	3,465,000
Funding Source					
Financing	(1,500,000)			(2,798,820)	
DCC	(237,479)	(130,000)	(215,000)	-	-
Transfer from Water Surplus	(3,545,021)	(3,860,700)	(4,751,285)	(4,705,500)	(3,465,000)
	(5,282,500)	(3,990,700)	(4,966,285)	(7,504,320)	(3,465,000)
Water Utility Capital Fund	-	-	-	-	-

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Projects					
On-Site Chlorine System	-	-	1,347,225	-	-
Equipment Replacement	35,000	35,000	35,000	35,000	40,000
WTP Reservoir Mixing Improvements	-	220,000	140,000	680,000	-
WTP optimization projects	40,000	40,000	40,000	50,000	50,000
WTP Equipment Replacement	40,000	40,000	40,000	-	-
Replace aging electrical equipment Okanagan Lake Pump Stn	100,000	100,000	100,000	100,000	100,000
Roof replacement WTP	12,000	121,700	294,060	25,500	-
Replace portable gas detectors and software	-	-	-	-	10,000
Security video monitor WTP and Okanagan Lake Pump Stn	7,500	-	-	-	-
Electrical surge - WTP	-	12,000	-	-	-
Streaming current detector replacement - WTP	-	20,000	-	-	-
Fume hood replacement Lab - WTP	-	15,000	-	-	-
Gate - WTP	24,000	-	-	-	-
Filter audit WTP	-	12,000	-	-	-
Air unit replacement program	-	-	-	50,000	50,000
Diver inspection Okanagan Lake intake	-	-	-	-	10,000
Total Water Treatment Plant Capital Projects	258,500	615,700	1,996,285	940,500	260,000

Water Distribution - Capital Budget

	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Projects					
Service Renewals	30,000	30,000	30,000	30,000	30,000
Fire Hydrant Spacing Improvements	80,000	80,000	80,000	80,000	80,000
Agricultural Irrigations Upgrades	30,000	30,000	30,000	30,000	30,000
Water Utility - Dams and Irrigation	-	-	5,000	-	-
Irrigation Meter Program	-	350,000	350,000	350,000	350,000
Ellis 2 Dam - Consulting & Upgrades	100,000	-	300,000	-	-
Ellis 4 Dam - Consulting and Upgrades	-	350,000	-	-	-
Campbell Mountain Diversion - Consulting and Upgrades	275,000	-	25,000	-	-
Ellis Creek Diversion Dam - Consulting & Upgrades	-	-	80,000	200,000	-
Misc Dam Projects	75,000	75,000	40,000	300,000	100,000
10 Year Capital PW Water	-	-	-	-	500,000
Domestic Water Meter Upgrades	75,000	75,000	75,000	75,000	75,000
Total Water Distribution Capital Projects	665,000	990,000	1,015,000	1,065,000	1,165,000